



LAPORAN TAHUNAN **2020** ANNUAL REPORT

# Bertahan Menghadapi Tantangan, Bersiap Untuk Kebangkitan

*Resilient Against Challenges, Striving Towards Recovery*

# Tentang Laporan Tahunan Perum DAMRI 2020

## *Perum DAMRI Annual Report*



Selamat datang pada Laporan Tahunan Perusahaan Umum (Perum) DAMRI 2020. Laporan ini merupakan bentuk transparansi dan akuntabilitas Perum DAMRI untuk menyajikan data dan informasi material mengenai kinerja dan tata kelola perusahaan bagi para pemangku kepentingan. Tema **“Bertahan Menghadapi Tantangan, Bersiap Untuk Kebangkitan (Resilient Against Challenges, Striving Towards Recovery)”** dipilih berdasarkan analisis dan kajian berdasarkan realitas, fakta, dan perkembangan bisnis Perum DAMRI di sepanjang 2020 serta prospek keberlanjutan bisnisnya.

Dalam rangka menjalankan praktik terbaik terhadap pelaksanaan prinsip-prinsip Tata kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG), Laporan Tahunan Perum DAMRI 2020 ini diterbitkan sesuai dengan Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tertanggal 1 Agustus 2011 tentang Penerapan Praktik GCG pada BUMN serta Keputusan Sekretaris Menteri BUMN Nomor: SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN. Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dan Surat Edaran Otoritas Jasa Keuangan No. 30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik juga menjadi referensi tambahan untuk menjadikan Laporan Tahunan ini memenuhi harapan peningkatan keterbukaan informasi seiring dengan pemenuhan aspek substansi dan komposisi pelaporan.

Laporan Tahunan Perum DAMRI 2020 disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca dan dicetak dengan kualitas yang baik. Penyebutan satuan mata uang “Rupiah” atau “Rp” merujuk pada mata uang resmi Republik Indonesia. Semua informasi keuangan disajikan dalam mata uang Rupiah sesuai dengan Standar Akuntansi Keuangan Indonesia. Tabel dan grafik pada Laporan Tahunan ini memaparkan data numerik dengan standar penulisan mengikuti kaidah Bahasa Indonesia. Pemaparan numerik dalam teks menggunakan standar kaidah Bahasa Indonesia dan Bahasa Inggris sesuai konteks. Laporan Tahunan ini dapat dilihat dan diunduh di *website* resmi Perum DAMRI, yaitu [www.damri.co.id](http://www.damri.co.id).

Welcome to the Annual Report of Public Company (Perum) DAMRI 2020. This report is a form of transparency and accountability of Perum DAMRI to present material data and information regarding performance and corporate governance for stakeholders. The theme **“Resilient Against Challenges, Striving Towards Recovery”** was chosen based on analysis and studies based on the realities, facts, and business developments of Perum DAMRI throughout 2020 as well as prospects for business sustainability.

In order to implement best practices for the implementation of the principles of Good Corporate Governance (GCG), this 2020 Annual Report of Perum DAMRI is published in accordance with the Regulation of the Minister of SOE Number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation GCG Practices in BUMN and Decree of the Secretary of the Minister of BUMN Number: SK-16/S.MBU/2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG) in BUMN. Financial Services Authority Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies and Circular Letter of the Financial Services Authority No. 30/SEOJK.04/2016 concerning the Form and Content of the Annual Report of Issuers or Public Companies is also an additional reference to make this Annual Report meet the expectations of increasing information disclosure in line with the fulfillment of the substance and composition aspects of reporting.

The Perum DAMRI 2020 Annual Report is presented in two languages, namely Indonesian and English by using font types and sizes that are easy to read and printed with good quality. The mention of the currency unit “Rupiah” or “Rp” refers to the official currency of the Republic of Indonesia. All financial information is presented in Rupiah in accordance with Indonesian Financial Accounting Standards. The tables and graphs in this Annual Report present numerical data with writing standards following Indonesian language rules. Numerical presentation in the text uses standard Indonesian and English language rules according to context. This Annual Report can be viewed and downloaded on the official website of Perum DAMRI, namely [www.damri.co.id](http://www.damri.co.id).





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# Tema Laporan Tahunan 2020

## 2020 Annual Report Theme

### Bertahan Menghadapi Tantangan, Bersiap untuk Kebangkitan

*Resilient against Challenges, Striving Towards Recovery*

Pandemi Covid-19 yang menyebar ke seluruh penjuru dunia sejak awal tahun 2020 telah mempengaruhi kehidupan global, menyebabkan perlambatan di berbagai sektor usaha, termasuk industri transportasi darat yang dijalankan oleh Perusahaan Umum (Perum) DAMRI. Tak pelak, pandemi yang belum bisa diprediksi kapan akan berakhir, telah menghadirkan tantangan dan menjadi ujian ketahanan bagi seluruh elemen dalam Perusahaan.

Di tengah hantaman pandemi, Perusahaan masih bisa terus menjalankan aktivitas operasional, termasuk memenuhi tugas untuk turut berperan dalam membangun konektivitas nasional, perekonomian dan sosial masyarakat, serta program pemerataan ekonomi nasional. Lebih dari sekadar bertahan, ujian tersebut disikapi oleh Perusahaan sebagai kawah penyiapan diri untuk berubah; terus tumbuh dan berkembang lebih baik di masa depan.

Kondisi itu tecermin dari pilihan tema Laporan Tahunan 2020, yakni **“Bertahan Menghadapi Tantangan, Bersiap untuk Kebangkitan”**. Kami berupaya untuk terus tumbuh dengan ketahanan yang kamu miliki dan selalu bersiap merespons setiap tantangan menjadi peluang yang nantinya akan membawa kemanfaatan optimal bagi seluruh pemangku kepentingan.

Semangat seluruh Insan Perusahaan tidak pernah surut untuk mengoptimalkan seluruh sumberdaya dan merealisasikan potensi yang ada, menjadi komitmen bersama untuk memberikan nilai tambah bagi seluruh pemangku kepentingan. Seluruh Insan DAMRI senantiasa bekerja keras memacu produktivitas, bertahan menghadapi tantangan dan terus bersiap bangkit menjemput kondisi yang lebih baik di masa depan.

*The Covid-19 pandemic that spreading to all corners of the world since the beginning of 2020 has affected global life, causing a slowdown in various business sectors, including the land transportation industry run by Public Company (Perum) DAMRI. Inevitably, the pandemic, which cannot be predicted when it will end, has presented challenges and has become a test of resilience for all elements within the Company.*

*In the midst of the pandemic, the Company was still able to continue to carry out operational activities, including fulfilling the task of playing a role in building national connectivity, the economy and society, as well as the national economic equity program. More than just surviving, the Company views the test as a cauldron of self-preparation for change; continue to grow and develop better in the future.*

*This condition is reflected in the choice of the theme for the 2020 Annual Report, namely “Resilient Against Challenges, Striving Towards Recovery”. We strive to continue to grow with the resilience that we have and are always ready to respond to every challenge into an opportunity that will later bring optimal benefits to all stakeholders.*

*The spirit of all the Company’s personnel has never subsided to optimize all resources and realize the existing potential, becoming a shared commitment to provide added value for all stakeholders. All DAMRI personnel always work hard to boost productivity, endure challenges and continue to get ready to rise up moving to better conditions in the future.*





## Kesinambungan Tema

## Continuity of Themes

### 2019

#### **Improved Strategy to Reinforce Our Presence Across Archipelago**

DAMRI berkomitmen untuk terus mewujudkan layanan prima bagi pelanggan yang tersebar di seluruh provinsi di Indonesia. Peningkatan strategi Perusahaan dan transformasi bisnis di tahun 2019 merupakan wujud keseriusan DAMRI agar setiap kantor cabang dapat memberikan layanan prima bagi pelanggan sehingga semakin memperkuat keberadaan DAMRI di pelosok Nusantara. Penguatan strategi Perusahaan dan rencana kerja yang dipersiapkan, diarahkan untuk memaksimalkan potensi organisasi dan kekuatan lokal di masing-masing daerah yang menyentuh semua aspek layanan, mulai dari kesiapan operasional, ketersediaan armada yang handal dan nyaman, sampai dengan kemudahan akses terhadap informasi dan layanan DAMRI, yang didukung IT untuk kemudahan pengendalian dan untuk mengakomodasi kemajuan masyarakat dalam memanfaatkan IT.

*DAMRI is committed to continue providing excellent service for customers spreading across all provinces in Indonesia. The improvement of the Company's strategy and business transformation in 2019 is a manifestation of DAMRI's seriousness so that every branch office can provide excellent service to customers, thereby further strengthening DAMRI's presence in remote areas of the archipelago. Strengthening the Company's strategy and work plans that are prepared, directed at maximizing the potential of the organization and local strengths in each region comprising all aspects of service, ranging from operational readiness, availability of a reliable and comfortable fleet, to easy access to DAMRI's information and services. All of which is supported by IT for ease of control and to accommodate the progress of society in utilizing IT.*



### 2018

#### **Menuju Era Baru Moving Forward The New Era**

Dengan lebih dari 55 tahun pengalaman dalam sektor transportasi nasional, DAMRI melakukan berbagai inovasi seiring dengan momentum transformasi menuju era yang serba cepat. Transformasi yang dilaksanakan selama tahun 2018 merupakan langkah untuk beradaptasi dengan perkembangan modernisasi dan digitalisasi di seluruh lini usaha dan operasional DAMRI. Dengan identitas perusahaan dan pengembangan unit usaha, DAMRI siap mengoptimalkan setiap peluang menuju pertumbuhan yang lebih tinggi di masa depan.

*With more than 55 years of experience in the national transportation sector, DAMRI has made various innovations along with the momentum of transformation into a fast-paced era. The transformation carried out in 2018 was a step adapting to the development of modernization and digitalization in all business lines and operations of DAMRI. With a corporate identity and business unit development, DAMRI is ready to optimize every opportunity for higher growth in the future.*



## 2017



### **Keberlanjutan Transportasi Untuk Indonesia** *Transportation Sustainability for Indonesia*

Komitmen Perusahaan untuk menyediakan jasa layanan transportasi yang baik bagi masyarakat, serta efisiensi dalam menjangkaunya yang ramah terhadap lingkungan dan keselamatan masyarakat Indonesia. Seiring dalam perkembangan dan perbaikan infrastruktur di Indonesia Perusahaan senantiasa menjalankan bisnis dengan mengedepankan aspek-aspek tata kelola yang baik, tentu juga keamanan dalam transportasi. DAMRI juga selalu membangun konsistensi dalam hal kualitas, sumberdaya yang baik, tentu yang dapat bertanggung jawab dalam melayani masyarakat, dan menjadi harapan masyarakat Indonesia menjadi satu transportasi untuk semua pihak.

*The Company's commitment to provide good transportation services for the community, as well as efficiency in reaching them while being friendly to the environment and the safety of the Indonesian people. Along with the development and improvement of infrastructure in Indonesia, the Company continues to run its business by prioritizing aspects of good governance, definitely also transportation security. DAMRI also always builds consistency in terms of quality, good resources, those who can be responsible for serving the community, and become the hope of the Indonesian people to become one transportation avenue for all parties.*

## 2016

### **Berubah dengan Kualitas** *Change With Quality*

Dalam rangka meningkatkan kualitas pelayanan dan sebagai wujud terima kasih Perusahaan kepada pelanggan, Perum Damri melakukan perombakan pelayanan dan kualitas bus agar pelanggan semakin nyaman. Dengan perubahan ini diharapkan nantinya DAMRI tidak akan kehilangan pelanggan dan akhirnya mati, baik oleh pesaing yang kasat mata maupun yang tidak kasat mata. Oleh karenanya, seluruh Insan DAMRI diharapkan membuat perubahan, utamanya dalam menyediakan armada, kompetensi Sumber Daya Manusia (SDM), dan pelayanan kepada pelanggan.

*In order to improve the quality of service and as a form of the Company's gratitude to the customers, Perum Damri has remodeled the service and quality of the buses to provide more comfort for the customers. The change is carried out with the hope that later DAMRI will not lose customers and eventually die, both by visible and invisible competitors. Therefore, all DAMRI personnel are expected to make changes, especially in providing fleets, human resource competencies (HR), and services to customers.*





# IKHTISAR PENTING

*IMPORTANT OVERVIEW*





## Ikhtisar Keuangan

### Financial Overview

#### Total Aset

Total Aset Perusahaan mengalami penurunan 15,53% (Rp 198.249.072.686).



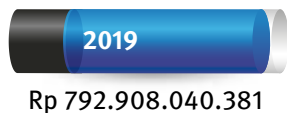
#### Total Asset

The Company's Total Assets decreased by 15.53% (Rp198,249,072,686).



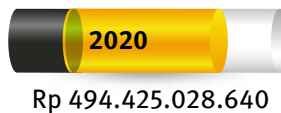
#### Total Ekuitas

Total Ekuitas Perusahaan mengalami penurunan 37,64% (Rp 298.483.011.741).



#### Total Equity

The Company's Total Equity decreased by 37,64% (Rp298,483,011,741).



#### Laba Tahun Berjalan

Total Laba Tahun Berjalan Perusahaan mengalami penurunan 408,71% (Rp 263.339.826.205).



#### Current Year Profit

The Company's Total Profit for the Year decreased by 408.71% (Rp198,249,072,686).

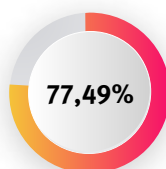




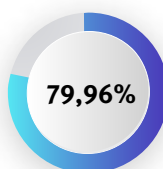
## Tingkat Kepuasan Pelanggan



## Customer Satisfaction Level



2020



2019

## Peningkatan Jumlah Penumpang



## Increasing Number of Passenger

|                                                                           |                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Angkutan Pemadu Moda</b><br><i>Model Transportation</i>                | <p>Besaran deviasi untuk penyerapan total pelanggan<br/>The amount of deviation for the total absorption of customers</p> <p>2020 <b>3.216 ribu orang</b> thousand people</p> <p>2019 <b>9.451 ribu orang</b> thousand people</p> <p>34%</p>     |
| <b>Angkutan Perkotaan</b><br><i>Urban Transport</i>                       | <p>Besaran deviasi untuk penyerapan total pelanggan<br/>The amount of deviation for the absorption of total subscribers</p> <p>2020 <b>22.832 ribu orang</b> thousand people</p> <p>2019 <b>30.129 ribu orang</b> thousand people</p> <p>76%</p> |
| <b>Angkutan Lintas Batas Negara</b><br><i>Cross-Border Transportation</i> | <p>Besaran deviasi untuk penyerapan total pelanggan<br/>The amount of deviation for the total absorption of customers</p> <p>2020 <b>34 ribu orang</b> thousand people</p> <p>2019 <b>73 ribu orang</b> thousand people</p> <p>47%</p>           |
| <b>Angkutan Travel/ Pariwisata</b><br><i>Travel/Tourism Transport</i>     | <p>Besaran deviasi untuk penyerapan total pelanggan<br/>The amount of deviation for the total absorption of customers in</p> <p>2020 <b>256 ribu orang</b> ribu orang</p> <p>2019 <b>570 ribu orang</b> ribu orang</p> <p>45%</p>                |

## Peningkatan Jumlah Penumpang



## Increasing Number Of Passenger

|                                                                         |                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Angkutan Antar Kota</b><br><i>Intercity Transport</i>                | <p>Besaran deviasi untuk penyerapan total pelanggan<br/><i>The amount of deviation for the total absorption of customers</i></p> <p>2020 <b>1.951 ribu orang</b> thousand people</p> <p>2019 <b>3.455 ribu orang</b> thousand people</p> <p>56%</p> |
| <b>Angkutan Perintis</b><br><i>Pioneer Transport</i>                    | <p>Besaran deviasi untuk penyerapan total pelanggan<br/><i>The amount of deviation for the total absorption of customers</i></p> <p>2020 <b>1.359 ribu orang</b> thousand people</p> <p>2019 <b>2.188 ribu orang</b> thousand people</p> <p>62%</p> |
| <b>Angkutan Paket/Barang</b><br><i>Transportation of Packages/Goods</i> | <p>Besaran deviasi untuk penyerapan total muatan<br/><i>The amount of deviation for the absorption of total cargo</i></p> <p>2020 <b>45 ribu ton</b> thousand tons</p> <p>2019 <b>172 ribu ton</b> thousand tons</p> <p>26%</p>                     |



## Statistical Highlights

### Financial Statistics

Tabel Ikhtisar Keuangan dan Rasio Keuangan (dalam jutaan Rupiah)  
*Financial Summary Table and Financial Ratios (in millions of IDR)*

| Uraian                                                                                                                                            | 2020   | 2019    | 2018    | 2017   | 2016   | Description                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|---------|--------|--------|----------------------------------------------------------------------------------------------------------------------------|
| <b>Laporan Posisi Keuangan</b> <i>Statement of Financial Position</i>                                                                             |        |         |         |        |        |                                                                                                                            |
| <b>Aset Lancar</b> <i>Current Assets</i>                                                                                                          |        |         |         |        |        |                                                                                                                            |
| Kas dan Setara Kas                                                                                                                                | 73.875 | 146.092 | 146.071 | 97.404 | 90.357 | cash and cash equivalents                                                                                                  |
| Piutang Usaha - Setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 7.968.726.404 pada tahun 2018 dan Rp 4.969.414.636 pada tahun 2017 | 24.301 | 35.108  | 14.783  | 23.400 | 20.439 | Accounts Receivable After deducting allowance for impairment losses of Rp7,968,726,404 in 2018 and Rp4,969,414,636 in 2017 |

| Uraian                                                                                                                                   | 2020             | 2019             | 2018             | 2017             | 2016             | Description                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>Laporan Posisi Keuangan</b> <i>Statement of Financial Position</i>                                                                    |                  |                  |                  |                  |                  |                                                                                                                     |
| <b>Aset Lancar</b> <i>Current Assets</i>                                                                                                 |                  |                  |                  |                  |                  |                                                                                                                     |
| Piutang Lain-lain - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 4.184.980.702 pada tahun 2018 dan 2017                | 5.427            | 9.772            | 7.709            | 3.935            | 7.151            | Other Receivables – net of allowance for impairment losses amounted to Rp4,184,980,702 in 2018 and 2017             |
| Persediaan                                                                                                                               | 8.750            | 13.120           | 13.436           | 15.252           | 28.647           | Supply                                                                                                              |
| Biaya Dibayar Dimuka                                                                                                                     | 801              | 3.590            | 4.242            | 4.692            | 5.518            | Prepaid Expenses                                                                                                    |
| Uang Muka Pembelian                                                                                                                      | 12.095           | 9.339            | 1.251            | 556              | 104              | Down Payment                                                                                                        |
| Uang Muka Pajak                                                                                                                          | 125.249          | -                | -                | 524              | 9.119            | Tax Advance                                                                                                         |
| <b>Jumlah Aset Lancar</b>                                                                                                                | <b>73.875</b>    | <b>217.020</b>   | <b>187.492</b>   | <b>145.763</b>   | <b>161.336</b>   | <b>Total Current Assets</b>                                                                                         |
| <b>Aset Tidak Lancar</b> <i>Non-Current Assets</i>                                                                                       |                  |                  |                  |                  |                  |                                                                                                                     |
| Aset Program                                                                                                                             | 1.007            | 1.974            | 2.657            | -                | -                | Program Assets                                                                                                      |
| Aset Tetap - Setelah dikurangi akumulasi penurunan sebesar Rp 1.256.915.329.564 pada tahun 2018 dan Rp 1.137.826.543.135 pada tahun 2017 | 945.986          | 1.048.408        | 966.541          | 1.061.650        | 1.137.185        | Fixed Assets - After deducting accumulated decreases of Rp1,256,915,329,564 in 2018 and Rp1,137,826,543,135 in 2017 |
| Investasi Pada Entitas Asosiasi                                                                                                          | 319              | 319              | 319              | 319              | 319              | Investment in Associates                                                                                            |
| Aset dalam Proses                                                                                                                        | 4.171            | 6.739            | 5.373            | 2.900            | 8.867            | Assets In Process                                                                                                   |
| Aset Lain-lain                                                                                                                           | 1.918            | 2.440            | 2.062            | 2.758            | 6.971            | Miscellaneous Assets                                                                                                |
| <b>Jumlah Aset Tidak Lancar</b>                                                                                                          | <b>953.401</b>   | <b>1.059.880</b> | <b>976.953</b>   | <b>1.067.628</b> | <b>1.153.341</b> | <b>Total Non-Current Assets</b>                                                                                     |
| <b>Jumlah Aset</b>                                                                                                                       | <b>1.078.650</b> | <b>1.276.900</b> | <b>1.164.445</b> | <b>1.213.391</b> | <b>1.314.677</b> | <b>Total Assets</b>                                                                                                 |
| <b>Liabilitas Jangka Pendek</b> <i>Short-Term Liabilities</i>                                                                            |                  |                  |                  |                  |                  |                                                                                                                     |
| Utang Usaha                                                                                                                              | 41.479           | 22.176           | 26.953           | 16.111           | 8.068            | Accounts Payable                                                                                                    |
| Pendapatan Diterima Dimuka                                                                                                               | 3.377            | 4.592            | 3.358            | 531              | 3.152            | Prepaid Income                                                                                                      |
| Beban Akrua                                                                                                                              | 1.253            | 1.383            | 2.901            | 6.866            | 7.108            | Accrued Expense                                                                                                     |
| Utang Pajak                                                                                                                              | 1.806            | 13.609           | 24.828           | 3.571            | 2.108            | Tax Debt                                                                                                            |



| Uraian                                                                                 | 2020           | 2019           | 2018           | 2017           | 2016           | Description                                                     |
|----------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------------------------------------------------|
| <b>Laporan Posisi Keuangan</b> <i>Statement of Financial Position</i>                  |                |                |                |                |                |                                                                 |
| <b>Liabilitas Jangka Pendek</b> <i>Liabilitas Jangka Pendek</i>                        |                |                |                |                |                |                                                                 |
| Utang Bank Jangka Panjang yang Jatuh Tempo dalam Satu tahun                            | 23.738         | 56.049         | 59.657         | 106.156        | 105.003        | Long-term Bank Loans Maturity in a Year                         |
| Liabilitas Surat Berharga Jangka Menengah yang Akan Jatuh Tempo Dalam Waktu Satu Tahun | 51.349         | 10.589         | -              | -              | 23.000         | Medium-Term Securities Liabilities with Maturity Within a Year  |
| Utang Lain-lain                                                                        | 123.002        | 108.398        | 6.058          | 4.592          | 11.238         | Other debt                                                      |
| <b>Jumlah Liabilitas Jangka Pendek</b>                                                 | <b>41.479</b>  | <b>22.176</b>  | <b>123.755</b> | <b>137.827</b> | <b>159.678</b> | <b>Total Short-Term Liabilities</b>                             |
| <b>Liabilitas Jangka Panjang</b> <i>Long-Term Liabilities</i>                          |                |                |                |                |                |                                                                 |
| Liabilitas Sewa Pembiayaan                                                             | 102            | 102            | 102            | 102            | 102            | Financing Lease Liability                                       |
| Liabilitas Pajak Tangguhan                                                             | 55.247         | 63.380         | 72.639         | 66.401         | 64.918         | Deferred Tax Liability                                          |
| Utang Bank Jangka Panjang setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun        | 167.104        | 113.617        | 25.161         | 82.054         | 138.571        | Long-Term Bank Loans after Deducting Part of Maturity in a Year |
| Utang Investasi                                                                        | 2.014          | 12.012         | -              | -              | -              | Investment Debt                                                 |
| Liabilitas Imbalan Pasca Kerja                                                         | 236.857        | 186.483        | 201.739        | 185.148        | 159.445        | Post-Employment Benefits Liability                              |
| <b>Jumlah Liabilitas Jangka Panjang</b>                                                | <b>461.222</b> | <b>375.594</b> | <b>299.641</b> | <b>333.705</b> | <b>363.036</b> | <b>Total of Long-Term Liabilities</b>                           |
| <b>Total Liabilitas</b>                                                                | <b>584.224</b> | <b>483.992</b> | <b>423.396</b> | <b>471.533</b> | <b>522.714</b> | <b>Total Liability</b>                                          |
| <b>Ekuitas</b> <i>Equity</i>                                                           |                |                |                |                |                |                                                                 |
| Modal Disetor                                                                          | 19.700         | 19.700         | 19.700         | 19.700         | 19.700         | Paid-Up Capital                                                 |
| Penyertaan Modal Negara (PMN)                                                          | 627.721        | 627.721        | 627.721        | 316.926        | 316.926        | State Equity Participation (SEP)                                |
| Bantuan Pemerintah Lainnya yang belum Ditentukan Statusnya (BPYBDS)                    | -              | -              | -              | 310.795        | 310.795        | Other Unstated Government Assistance                            |

| Uraian                                                                      | 2020             | 2019             | 2018             | 2017             | 2016             | Description                              |
|-----------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------------------------------|
| <b>Laporan Posisi Keuangan</b> <i>Statement of Financial Position</i>       |                  |                  |                  |                  |                  |                                          |
| <b>Ekuitas</b> <i>Equity</i>                                                |                  |                  |                  |                  |                  |                                          |
| Modal Sumbangan                                                             | 4.266            | 4.266            | 4.266            | 639              | 639              | Donation Capital                         |
| Cadangan Modal                                                              | 194.252          | 150.990          | 129.427          | 122.756          | 107.572          | Capital Reserve                          |
| Penghasilan Komprehensif Lain                                               | (131.437)        | (53.031)         | (61.627)         | (36.101)         | (4.312)          | Other Comprehensive Income               |
| Laba (Rugi) Tahun Berjalan                                                  | (220.077)        | 43.262           | 21.562           | 7.144            | 40.644           | Income For The Year                      |
| <b>Total Ekuitas</b>                                                        | <b>494.425</b>   | <b>792.908</b>   | <b>741.050</b>   | <b>741.859</b>   | <b>791.964</b>   | <b>Total Equity</b>                      |
| <b>Total Liabilitas dan Ekuitas</b>                                         | <b>1.078.649</b> | <b>1.276.900</b> | <b>1.164.445</b> | <b>1.213.391</b> | <b>1.314.677</b> | <b>Total of Liabilities and Equities</b> |
| <b>Laporan Laba Rugi Komprehensif</b> <i>Comprehensive Income Statement</i> |                  |                  |                  |                  |                  |                                          |
| <b>Pendapatan Usaha</b> <i>Operating Revenues</i>                           |                  |                  |                  |                  |                  |                                          |
| Pendapatan Angkutan                                                         | 725.340          | 1.229.479        | 1.237.678        | 1.155.152        | 1.003.590        | Transport Revenue                        |
| Pendapatan bukan Angkutan                                                   | 10.740           | 7.300            | 10.963           | 9.278            | 1.557            | Non-transport Income                     |
| Lainnya                                                                     | 2.256            | 5.172            | 2.850            | 3.421            | 167.515          | Others                                   |
| <b>Jumlah Pendapatan Usaha</b>                                              | <b>738.336</b>   | <b>1.241.951</b> | <b>1.251.491</b> | <b>1.167.852</b> | <b>1.172.663</b> | <b>Total Revenue</b>                     |
| <b>Beban Usaha</b> <i>Operating Expenses</i>                                |                  |                  |                  |                  |                  |                                          |
| Operasional                                                                 | 643.460          | 876.675          | 846.288          | 834.844          | 814.536          | Operational                              |
| Pemasaran                                                                   | 27.188           | 57.580           | 62.044           | 57.624           | 58.093           | Marketing                                |
| Administrasi dan Umum                                                       | 279.599          | 277.263          | 269.831          | 228.816          | 272.464          | Administration and General               |
| <b>Jumlah Beban Usaha</b>                                                   | <b>950.247</b>   | <b>1.211.518</b> | <b>1.178.163</b> | <b>1.121.284</b> | <b>1.145.093</b> | <b>Total Expenses</b>                    |
| <b>Laba Rugi Usaha</b>                                                      | <b>(211.911)</b> | <b>30.433</b>    | <b>73.328</b>    | <b>46.568</b>    | <b>27.570</b>    | <b>Profit and Loss</b>                   |
| <b>Pendapatan (Beban) Lain-Lain</b> <i>Other Income (Expenses)</i>          |                  |                  |                  |                  |                  |                                          |
| Pendapatan Lain-lain                                                        | 658              | 43.385           | 4.035            | 4.045            | 33.615           | Other Income                             |
| Beban Lain-lain                                                             | (15.205)         | (11.105)         | (6.705)          | (5.115)          | 4.669            | Miscellaneous Expenses                   |
| <b>Jumlah Pendapatan (Beban) Lain-lain</b>                                  | <b>(14.547)</b>  | <b>32.280</b>    | <b>(2.670)</b>   | <b>(1.070)</b>   | <b>28.946</b>    | <b>Total Other Income (Expenses)</b>     |
| <b>Pendapatan (Beban) Keuangan</b> <i>Total Other Income (Expenses)</i>     |                  |                  |                  |                  |                  |                                          |
| Pendapatan Keuangan                                                         | 2.974            | 4.708            | 1.586            | 1.347            | 0                | Financial Income                         |
| Beban Keuangan                                                              | (18.736)         | (19.495)         | (21.450)         | (30.919)         | 0                | Financial Burden                         |
| <b>Jumlah Pendapatan (Beban) Keuangan</b>                                   | <b>(14.547)</b>  | <b>32.280</b>    | <b>(2.670)</b>   | <b>(1.070)</b>   | <b>28.946</b>    | <b>Total Financial Income (Expenses)</b> |

| Uraian                                                                           | 2020             | 2019           | 2018            | 2017            | 2016            | Description                                                      |
|----------------------------------------------------------------------------------|------------------|----------------|-----------------|-----------------|-----------------|------------------------------------------------------------------|
| <b>Laporan Laba Rugi Komprehensif</b> <i>Comprehensive Income Statement</i>      |                  |                |                 |                 |                 |                                                                  |
| <b>Laba Sebelum Pajak</b>                                                        | <b>(242.220)</b> | <b>47.927</b>  | <b>50.794</b>   | <b>15.927</b>   | <b>56.516</b>   | <b>Profit Before Tax</b>                                         |
| <b>Pendapatan (Beban) Pajak</b> <i>Tax Income (Expenses)</i>                     |                  |                |                 |                 |                 |                                                                  |
| Pajak Kini                                                                       | -                | (13.923)       | (22.994)        | (7.299)         | 0               | Current Tax                                                      |
| Pajak Tangguhan                                                                  | 22.143           | 9.259          | (6.237)         | (1.484)         | (15.872)        | Deferred Tax                                                     |
| <b>Jumlah Pendapatan (beban) pajak</b>                                           | <b>22.143</b>    | <b>(4.664)</b> | <b>(29.231)</b> | <b>(8.783)</b>  | <b>(15.872)</b> | <b>Total Income (Expense) Tax</b>                                |
| <b>Laba Tahun Berjalan</b>                                                       | <b>(220.077)</b> | <b>43.262</b>  | <b>21.562</b>   | <b>7.143</b>    | <b>40.644</b>   | <b>Current Year Profit</b>                                       |
| <b>Penghasilan Rugi Komprehensif Lain</b> <i>Other Comprehensive Income Loss</i> |                  |                |                 |                 |                 |                                                                  |
| Keuntungan (Kerugian) Aktuaria                                                   | (77.687)         | 8.596          | (25.527)        | (28.684)        | (29.339)        | Actuarial Gain (Loss)                                            |
| <b>Jumlah Penghasilan (Rugi) Komprehensif Lain</b>                               | <b>(304.416)</b> | <b>51.859</b>  | <b>(3.964)</b>  | <b>(21.540)</b> | <b>11.305</b>   | <b>Total Other Comprehensive Income (Loss)</b>                   |
| <b>Laporan Arus Kas</b> <i>Cash Flow Statement</i>                               |                  |                |                 |                 |                 |                                                                  |
| <b>Aktivitas Operasi</b> <i>Operating Activity</i>                               |                  |                |                 |                 |                 |                                                                  |
| Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Operasi                    | (61.604)         | 87.670         | 99.624          | 191.710         | 171.912         | Net Cash Obtained from (Used for) Operating Activities           |
| Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Investasi                  | (34.808)         | (172.608)      | (18.621)        | (79.883)        | (76.491)        | Net Cash Obtained from (Used for) Investing Activities           |
| Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan                  | -                | 84.959         | (32.337)        | (104.781)       | (62.765)        | Net Cash Obtained from (Used for) Funding Activities             |
| Kenaikan (Penurunan) Bersih Kas dan Setara Kas                                   | (72.224)         | 21             | 48.667          | 7.047           | 32.656          | Net Increase (Decrease) in Cash And Cash Equivalents             |
| <b>Saldo Kas dan Setara Kas Awal Tahun</b>                                       | <b>146.092</b>   | <b>146.071</b> | <b>97.404</b>   | <b>90.357</b>   | <b>57.702</b>   | <b>Cash Balance and Cash Equivalent at Beginning of the Year</b> |
| <b>Saldo Kas dan Setara Kas Akhir Tahun</b>                                      | <b>73.868</b>    | <b>146.092</b> | <b>146.071</b>  | <b>97.404</b>   | <b>90.357</b>   | <b>End of Year Cash and Cash Equivalents</b>                     |

| Uraian                                                                                                                      | 2020    | 2019  | 2018  | 2017  | 2016    | Description                          |
|-----------------------------------------------------------------------------------------------------------------------------|---------|-------|-------|-------|---------|--------------------------------------|
| <b>Kemampuan Membayar Utang Dan Kolektibilitas Piutang</b><br><i>Ability to Pay Debts and Collectibility of Receivables</i> |         |       |       |       |         |                                      |
| Rasio Cepat (%)                                                                                                             | 60%     | 45%   | 44%   | 31%   | 83.04%  | Quick Ratio (%)                      |
| Rasio Lancar (%)                                                                                                            | 101%    | 200%  | 152%  | 106%  | 100.97% | Current Ratio (%)                    |
| Rasio Utang Terhadap Modal (%)                                                                                              | 54%     | 38%   | 36%   | 38%   | 39.76%  | Debt to Capital Ratio (%)            |
| Debt to Equity Ratio/Rasio Utang Terhadap Ekuitas (%)                                                                       | 118%    | 61%   | 57%   | 63%   | 66.00%  | Debt to Equity Ratio (%)             |
| Perputaran Piutang (Kali)                                                                                                   | 20      | 38    | 35    | 49    | 57      | Accounts Receivable Turnover (Times) |
| Rata-rata Umur Piutang (Hari)                                                                                               | 15      | 13    | 4     | 7     | 6       | Average Age of Receivables (Days)    |
| Return on Asset                                                                                                             | -20,40% | 3,39% | 1.04% | 1.26% | 2.62%   | Return on Asset                      |
| Return on Equity                                                                                                            | -44,51% | 5,46% | 1.69% | 0.92% | 5.18%   | Return on Equity                     |



Tabel Tabel Ikhtisar Operasional  
Operational Overview Tables

| Tinjauan Produksi Per Segmen Usaha<br><i>Production Overview Per Business Segment</i> |                                              |                                                                                  |  | Realisasi<br><i>Realization</i> |         |         |         |         |
|---------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------------------|--|---------------------------------|---------|---------|---------|---------|
| No.                                                                                   | Segmen<br><i>Segment</i>                     | Uraian<br><i>Description</i>                                                     |  | 2020                            | 2019    | 2018    | 2017    | 2016    |
| 1                                                                                     | Angkutan Bandara<br><i>Airport Transport</i> | Hari Jalan<br><i>Road Day</i>                                                    |  | 78.044                          | 162.156 | 157.525 | 147.644 | 147.411 |
|                                                                                       |                                              | Trip<br><i>Trip</i>                                                              |  | 388.919                         | 954.926 | 959.882 | 794.678 | 820.170 |
|                                                                                       |                                              | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                    |  | 23.768                          | 53.391  | 52.482  | 47.286  | 47.528  |
|                                                                                       |                                              | Total Pelanggan (ribu pnp-orang)<br><i>Total Costumer (thousand cust-person)</i> |  | 3.216                           | 9.451   | 11.529  | 10.881  | 10.923  |



| Tinjauan Produksi Per Segmen Usaha<br><i>Production Overview Per Business Segment</i> |                                                                    |                                                                                    | Realisasi<br><i>Realization</i> |         |           |         |         |
|---------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------|---------|-----------|---------|---------|
| No.                                                                                   | Segmen<br><i>Segmen</i>                                            | Uraian<br><i>Uraian</i>                                                            | 2020                            | 2019    | 2018      | 2017    | 2016    |
| 2                                                                                     | Angkutan Antar Kota<br><i>Intercity Transport</i>                  | Hari Jalan<br><i>Road day</i>                                                      | 73.692                          | 124.034 | 116.497   | 123.178 | 122.426 |
|                                                                                       |                                                                    | Trip<br><i>Trip</i>                                                                | 145.788                         | 165.199 | 170.082   | 176.127 | 181.268 |
|                                                                                       |                                                                    | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                      | 23.914                          | 40.184  | 37.563    | 39.796  | 64.464  |
|                                                                                       |                                                                    | Total Pelanggan (ribu pnp-orang)*<br><i>Total Costumer (thousand cust-person)</i>  | 1.951                           | 3.455   | 3.359     | 3.494   | 3.949   |
|                                                                                       |                                                                    | Total Pelanggan (ribu pnp-km)<br><i>Total Customer (thousand cust-km)</i>          | 419.137                         | 875.087 | 786.162   | 817.955 | 924.348 |
| 3                                                                                     | Angkutan Perkotaan<br><i>Urban Transport</i>                       | Hari Jalan<br><i>Road day</i>                                                      | 84.207                          | 143.282 | 155.833   | 49.011  | 81.511  |
|                                                                                       |                                                                    | Trip<br><i>Trip</i>                                                                | 652.194                         | 953.086 | 1.065.443 | 412.139 | 631.022 |
|                                                                                       |                                                                    | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                      | 15.490                          | 28.512  | 30.695    | 15.390  | 17.322  |
|                                                                                       |                                                                    | Total Pelanggan (ribu pnp-orang)<br><i>Total Costumer (thousand cust-person)</i>   | 22.832                          | 30.129  | 18.409    | 78.198  | 43.508  |
| 4                                                                                     | Angkutan Lintas Batas Negara<br><i>Cross-Border Transportation</i> | Hari Jalan<br><i>Road day</i>                                                      | 1.787                           | 3.668   | 2.409     | 2.747   | 2.964   |
|                                                                                       |                                                                    | Trip<br><i>Trip</i>                                                                | 1.568                           | 3.648   | 2.263     | 2.402   | 2.610   |
|                                                                                       |                                                                    | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                      | 788                             | 1.886   | 1.512     | 1.672   | 1.730   |
|                                                                                       |                                                                    | Total Pelanggan (ribu pnp-orang)*<br><i>Total Costumer (thousand cust-person)*</i> | 34                              | 73      | 35        | 40      | 46      |
|                                                                                       |                                                                    | Total Pelanggan (ribu pnp-km)<br><i>Total Customer (thousand cust-km)</i>          | 16.165                          | 37.636  | 23.453    | 26.387  | 30.611  |

| Tinjauan Produksi Per Segmen Usaha<br><i>Production Overview Per Business Segment</i> |                                                                       |                                                                                   | Realisasi<br><i>Realization</i> |         |         |         |         |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------|---------|---------|---------|---------|
| No.                                                                                   | Segmen<br><i>Segment</i>                                              | Uraian<br><i>Description</i>                                                      | 2020                            | 2019    | 2018    | 2017    | 2016    |
| 5                                                                                     | Angkutan Perintis<br><i>Pioneer Transport</i>                         | Hari Jalan<br><i>Road Day</i>                                                     | 135.298                         | 144.794 | 149.707 | 134.969 | 178.283 |
|                                                                                       |                                                                       | Trip<br><i>Trip</i>                                                               | 319.665                         | 331.965 | 331.821 | 273.352 | 679.468 |
|                                                                                       |                                                                       | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                     | 24.028                          | 26.204  | 27.578  | 24.930  | 33.180  |
|                                                                                       |                                                                       | Total Pelanggan (ribu pnp-orang)<br><i>Total Customer (thousand cust.-person)</i> | 1.359                           | 2.188   | 6.615   | 5.676   | 5.058   |
|                                                                                       |                                                                       | Total Pelanggan (ribu pnp-km)<br><i>Total Customer (thousand cust.-km)</i>        | 119.863                         | 172.706 | 176.965 | 151.863 | 135.323 |
| 6                                                                                     | Angkutan Paket/<br>Barang<br><i>Package/Goods Transportation</i>      | Hari Jalan<br><i>Road Day</i>                                                     | 18.350                          | 17.126  | 20.705  | 18.548  | 18.138  |
|                                                                                       |                                                                       | Trip<br><i>Trip</i>                                                               | 13.205                          | 12.877  | 11.589  | 11.111  | 12.868  |
|                                                                                       |                                                                       | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                     | 4.524                           | 4.622   | 5.157   | 4.312   | 4.799   |
|                                                                                       |                                                                       | Total Tonase (ribu ton)<br><i>Total Tonnage (thousand-tons)</i>                   | 45                              | 172     | 273     | 122     | 125     |
|                                                                                       |                                                                       | Total Tonase (ribu ton-km)<br><i>Total Tonnage (thousand tons-km)</i>             | 22.118                          | 33.250  | 52.732  | 23.521  | 24.081  |
| 7                                                                                     | Angkutan<br>Travel/Pariwisata<br><i>Travel/Tourism Transportation</i> | Hari Jalan<br><i>Road Day</i>                                                     | 33.845                          | 5.400   | 1.660   | 3.535   | 9.216   |
|                                                                                       |                                                                       | Trip<br><i>Trip</i>                                                               | 139.501                         | 45.882  | 6.362   | 9.407   | 22.395  |
|                                                                                       |                                                                       | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                     | 7.619                           | 1.350   | 491     | 755     | 2.897   |
|                                                                                       |                                                                       | Total Pelanggan (ribu pnp-orang)<br><i>Total Customer (thousand cust.-person)</i> | 255                             | 570     | 36      | 97      | 250     |
|                                                                                       |                                                                       | Total Pelanggan (ribu pnp-km)<br><i>Total Customer (thousand cust.-km)</i>        | 250                             | 16.770  | 1.060   | 2.853   | 7.367   |

**\*Keterangan :**

Pnp-org : Segmentasi Angkutan Perkotaan, Angkutan Pemadu Moda, Angkutan Perintis dan Pariwisata

Pnp-km : Segmentasi Angkutan Antar Kota dan Angkutan Lintas Batas Negara

**\*Description :**

Cust-person : Urban Transport Segmentation, Mode Integrator Transport, Pioneer Transport and Tourism

Cust-km : Segmentation of Inter-City and Cross-Border Transportation

## Ikhtisar Saham dan Obligasi

### *Share and Bond Overview*

#### Informasi Saham (Ekuitas)

Sampai dengan 31 Desember 2020 DAMRI bukan merupakan perusahaan publik dan sahamnya tidak diperdagangkan di bursa manapun sehingga tidak terdapat informasi terkait harga tertinggi, terendah, harga penutupan, volume perdagangan, dan kapitalisasi pasar.

#### Stock Information (Equity)

*As of December 31, 2020, DAMRI is not a public listed company and its shares are not traded on any exchange, hence no information regarding the highest, lowest price, closing price, trading volume, and market capitalization.*

#### Informasi Obligasi dan/atau Pendanaan Lainnya

Sampai dengan tanggal 31 Desember 2020 DAMRI belum menerbitkan obligasi dan/atau pendanaan lainnya, sehingga tidak memiliki informasi obligasi dan/atau pendanaan lainnya.

#### Bond and/or Other Funding Information

*As of December 31, 2020, DAMRI has not issued bonds and/or other funding, hence no information on bonds and/or other funding.*



## Peristiwa Penting 2020

### *Important Phenomenon 2020*

#### Januari

#### January

31

Peluncuran Angkutan Bandara YIA dan KSPN Borobudur  
*Launch of YIA Airport Transportation and Borobudur KSPN*



31

Penyerahan surat persetujuan dan penandatanganan kontrak manajemen  
*Submission of approval letter and signing of management contract*



## Februari

- 14** Penandatanganan Nota Kesepahaman Bersama antara Kementerian BUMN dan beberapa BUMN lain dalam kegiatan operasi di Pelabuhan Benoa  
*The signing of a Memorandum of Understanding between the Ministry of SOEs and several other SOEs in operating activities at Benoa Port*



## February

- 19** Penandatanganan kontrak kerja sama antara DAMRI dan Kementerian Perhubungan mengenai 11 Kawasan Strategis Pariwisata Nasional  
*The signing of the cooperation contract between DAMRI and the Ministry of Transportation regarding 11 National Tourism Strategic Areas*



## Juli

- 3** Peluncuran trayek Festival Citylink Kebon Kawung Bandung – Kalibata City Jakarta  
*Launch of Festival Citylink Kebon Kawung Bandung – Kalibata City Jakarta route*



## July

- 14** Penandatanganan kerja sama antara DAMRI dengan DTKJ  
*The signing of the cooperation between DAMRI and DTKJ*



- 16** Peluncuran trayek Epiwalk - Bandung  
*Epiwalk-Bandung route launch*



- 21** Peluncuran trayek Grand Wisata-Epiwalk  
*Grand Wisata-Epiwalk route launch*





## Juli July

29

Penandatanganan kerja sama antara DAMRI dengan KPK

*The signing of the cooperation between DAMRI and the Corruption Eradication Commission*



## Agustus August

11

Peluncuran (soft launching) DAMRI JRC Service trayek Kemang Pratama – Stasiun Gambir

*Soft launching of DAMRI JRC Service route Kemang Pratama – Gambir Station*



18

Soft launching sistem DILS (DAMRI Integrated Logistik System)

*Soft launching of DILS (DAMRI Integrated Logistics System)*



## September September

17

Peluncuran trayek Bantul - YIA

*Launching of the Bantul-YIA route*



## Oktober

## October

7

Penandatanganan kerja sama antara DAMRI dengan BPKH yang dilakukan secara virtual

*The signing of the cooperation between DAMRI and BPKH which was carried out virtually*



9

Penandatanganan kerja sama antara DAMRI dengan Bianglala

*The signing of the cooperation between DAMRI and Bianglala*



17

Peluncuran trayek KSPN Malang

*Malang KSPN route launch*



19

Penandatanganan kerja sama dengan Pemerintah Provinsi Sulawesi Selatan

*The signing of the cooperation with the Provincial Government of South Sulawesi*



19

Peluncuran trayek PEN KSPN di Kulonprogo Yogyakarta

*Launching of the KSPN PEN route in Kulonprogo Yogyakarta*



## November November

29

Penandatanganan dan peresmian angkutan Pekerja Migran Indonesia antara DAMRI dengan BP2MI

*Signing and inauguration of the transportation of Indonesian Migrant Workers between DAMRI and BP2MI*



## Desember December

14

Semiloka retrofit bus DAMRI bekerja sama dengan PT Spora dalam penyediaan layanan bus listrik

*DAMRI bus retrofit workshop in collaboration with PT Spora in providing electric bus services*



16

Peluncuran Bus Disabilitas Mataram  
*Mataram Disability Bus Launch*





## Kontribusi Terbaik Kami *Our Best Contribution*



### Connected The Nation

*Connected The Nation* adalah menjadikan angkutan perintis dan tol laut sebagai sarana pemersatu Nusantara sampai ke daerah daerah terdepan, terluar, tertinggal (3T) dan transportasi hasil bumi dengan menggunakan layanan DAMRI. Melalui Angkutan Perintis, DAMRI terus berupaya meningkatkan konektivitas hingga ke daerah 3T yang belum memiliki sarana angkutan memadai dengan tarif terjangkau. DAMRI turut melaksanakan dan menunjang kebijakan dan program pemerintah pusat dan pemerintah daerah di bidang ekonomi dan pembangunan nasional melalui perusahaan jasa angkutan darat. Angkutan Keperintisan DAMRI merupakan salah satu dukungan nyata DAMRI dalam melayani peningkatan kesejahteraan masyarakat di 47 kabupaten/kota terpencil di seluruh Indonesia.

### Berperan Dalam Layanan Transportasi Terpadu dari Bandara, Pelabuhan, Stasiun Sampai Ke Tujuan

Pelayanan angkutan bandara meliputi jaringan pelayanan 26 bandara di 24 kota di Pulau Jawa, Sumatera, Sulawesi, Kalimantan, dan Papua. Cabang yang melayani angkutan bandara adalah Medan, Padang, Pekanbaru, Batam, Pangkal Pinang, Bengkulu, Jakarta Soekarno-Hatta, Bogor, Bandung, Semarang, Solo, Yogyakarta, Surabaya, Banyuwangi, Mataram, Ende, Pontianak, Samarinda, Manado, Makassar, Gorontalo, Kendari, Ambon, dan Jayapura. Pelayanan yang berorientasi pada kepuasan pelanggan ini akan terus memberikan pelayanan terbaiknya dengan tarif relatif murah, aman, dan nyaman. Okupansi dan peminat trayek yang tinggi dan menjadi sumber pendapatan potensial bagi Perusahaan. DAMRI melakukan pengembangan strategi dalam mencapai target seperti *bundling ticket* dengan maskapai pesawat terbang, kapal laut, dan kereta api serta peningkatan kerjasama *Public Service Obligation* (PSO) dan Kerjasama Operasional (KSO) dengan pemerintah pusat, pemerintah daerah, dan perusahaan BUMN

### Connected The Nation

*Connected The Nation* is to make pioneer transportation and sea highways a means of unifying the archipelago to the frontier, outermost, underdeveloped (3T) areas and transportation of agricultural products using DAMRI services. Through Pioneer Transport, DAMRI continues to improve connectivity to 3T areas that do not yet have adequate transportation facilities at affordable rates. DAMRI participates in implementing and supporting policies and programs of the central government and local governments in the field of economy and national development through the exploitation of land transportation services. DAMRI's Pioneer Transport is one of DAMRI's real supports in serving the improvement of community welfare in 47 remote districts/cities throughout Indonesia.

### Role In Integrated Transportation Services from Airport, Port, Station To Destination

Airport transportation services cover a service network of 26 airports in 24 cities in Java, Sumatra, Sulawesi, Kalimantan and Papua. Branches serving airport transportation are Medan, Padang, Pekanbaru, Batam, Pangkal Pinang, Bengkulu, Jakarta Soekarno-Hatta, Bogor, Bandung, Semarang, Solo, Yogyakarta, Surabaya, Banyuwangi, Mataram, Ende, Pontianak, Samarinda, Manado, Makassar, Gorontalo, Kendari, Ambon, and Jayapura. This customer satisfaction oriented service will continue to provide the best service at relatively cheap rate, safe, and comfortable. High occupancy and interest in routes become a potential source of income for the Company. DAMRI develops strategies to achieve targets such as ticket bundling with airlines, ships and trains as well as an increasing level of Public Service Obligation (PSO) and Operational Cooperation (KSO) collaborations with the central government, regional governments, and state-owned companies (through the Public Transport Cooperation). BRT (Bus Rapid Transit), School/Student Transportation,



(melalui kerjasama Angkutan BRT (*Bus Rapid Transit*), Angkutan Sekolah/Pelajar, Angkutan Disabilitas, Angkutan Karyawan, Angkutan Apron, dan Angkutan Shuttle).

## **Berpartisipasi Aktif Mengembangkan Sektor Pariwisata Melalui Angkutan yang Affordable di Kawasan Strategi Pariwisata Nasional**

Pemerintah melalui Kementerian Perhubungan mendukung pengembangan sektor pariwisata potensial di Indonesia dengan penyediaan layanan transportasi darat. Pada tahun 2019 DAMRI melayani 5 lokasi KSPN dengan 19 trayek. Pada tahun 2020 DAMRI melayani 13 lokasi KSPN (termasuk PEN KSPN). Jaringan trayek angkutan jalan pada KSPN pada tahun 2020 adalah:

*Disability Transportation, Employee Transportation, Apron Transportation, and Shuttle Transportation).*

## **Active Participation in In Developing Tourism Sector Through Affordable Transportation In The National Strategically Located Tourism Area**

*The government through the Ministry of Transportation supports the development of the potential tourism sector in Indonesia by providing land transportation services. In 2019 DAMRI serves 5 location KSPN with 19 route. In 2020 DAMRI served 13 KSPN locations (including PEN KSPN). The coverage of road transport route network at KSPN in 2020 is:*

- **KSPN Danau Toba, Sumatera Utara**  
*Lake Toba KSPN in North Sumatra*



- **KSPN Candi Borobudur, Jawa Tengah**  
*Borobudur Temple KSPN in Central Java*



- **KSPN Mandalika, Nusa Tenggara Barat**  
*Mandalika KSPN in West Nusa Tenggara*



- **KSPN Labuan Bajo, Nusa Tenggara Timur**  
*Labuan Bajo KSPN in East Nusa Tenggara*



- **KSPN Tanjung Lesung, Banten**  
*Tanjung Lesung KSPN in Banten*



- **KSPN Bromo, Jawa Timur**  
*Bromo in KSPN East Java*



- **KSPN Tana Toraja, Sulawesi Selatan**  
*Tana Toraja KSPN in South Sulawesi*



- **KSPN Likupang, Sulawesi Utara**  
*Likupang KSPN in North Sulawesi*



- **KSPN Morotai, Maluku Utara**  
*Morotai KSPN in North Maluku*



- **KSPN Wakatobi, Sulawesi Tenggara**  
*Wakatobi KSPN in Southeast Sulawesi*



- **KSPN Tanjung Kelayang, Belitung**  
*Tanjung Kelayang KSPN in Belitung*



- **KSPN Bukit Tinggi, Sumatera Barat**  
*Bukit Tinggi KSPN in West Sumatra*



- **KSPN Kawah Ijen, Jawa Timur**  
*Kawah Ijen KSPN in East Java*



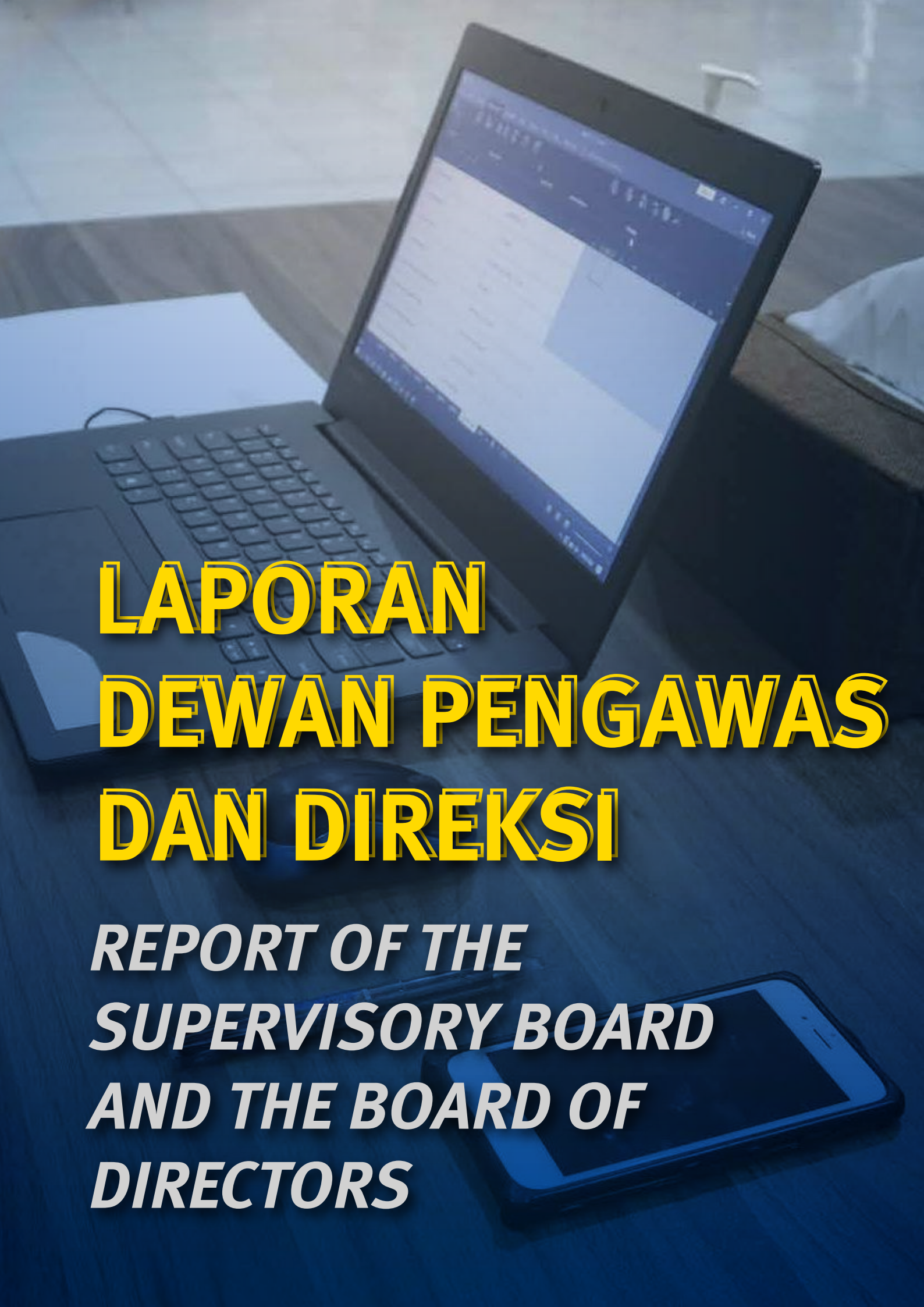
Dengan diluncurkannya 13 (tiga belas) jaringan trayek ini, DAMRI dapat menunjang kebutuhan masyarakat untuk bermobilitas ke daerah wisata dengan aman dan nyaman dengan harga terjangkau.

With the launch of these 13 (thirteen) route networks, DAMRI is able to support the needs of the community commuting to tourist areas safely and comfortably at affordable prices.







A photograph of a laptop on a wooden desk, with a blue overlay across the entire image. A smartphone is visible in the bottom right corner. The text is overlaid on the image.

# **LAPORAN DEWAN PENGAWAS DAN DIREKSI**

***REPORT OF THE  
SUPERVISORY BOARD  
AND THE BOARD OF  
DIRECTORS***



# Laporan Dewan Pengawas Perusahaan Umum (Perum) DAMRI

## *Report of the Supervisory Board of Perum DAMRI*

**Pemilik Modal, Direksi, dan para pemangku kepentingan yang terhormat,**

Puji syukur ke hadirat Tuhan Yang Maha Kuasa bahwa dalam kondisi penuh tantangan akibat pandemi Covid-19, Perum DAMRI bisa menjalankan kegiatan operasional Perusahaan sepanjang tahun 2020.

Bersama ini kami sampaikan Laporan Dewan Pengawas dalam menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi Perusahaan sepanjang tahun 2020. Dewan Pengawas senantiasa mengedepankan integritas dan independensi dalam menjalankan tugas dan tanggung jawabnya, sebagaimana diamanatkan dalam peraturan perundang-undangan dan Anggaran Dasar Perusahaan.

*Dear Shareholders, Directors and stakeholders,*

*Praise to God the Almighty that in the challenging conditions due to the Covid-19 pandemic, Perum DAMRI was able to carry out the Company's operational activities throughout 2020.*

*We hereby submit the Report of the Supervisory Board in carrying out its supervisory function and providing advice to the Company's Directors throughout 2020. The Supervisory Board always prioritizes integrity and independence in carrying out its duties and responsibilities, as mandated in the laws and regulations and the Company's Articles of Association.*

**Sam Budigusdian**

**Ketua Dewan Pengawas**

*Chairman of the Supervisory Board*



## Penilaian atas kinerja Direksi

Secara umum, strategi Perusahaan telah disusun dengan baik oleh Direksi, sekalipun kemudian pandemi menjadikan pencapaian Perusahaan tidak seperti yang diharapkan. Secara umum, kinerja Perusahaan sepanjang 2020 memang menurun ketimbang capaian tahun 2019, terutama karena dampak *pandemic* Covid-19. Merujuk pada Laporan Keuangan Perusahaan per 31 Desember 2020; realisasi aset, kewajiban, dan ekuitas menjadi sebesar Rp 1,08 triliun atau menurun 15,53% dari realisasi periode tahun 2019 sebesar Rp 1,28 triliun. Penurunan juga terjadi pada realisasi hasil usaha (laba/rugi) Perusahaan, di mana realisasi rugi bersih setelah pajak tahun 2020 sebesar rugi Rp 220,1 miliar, sementara realisasi tahun 2019 adalah laba bersih sebesar Rp 43,3 miliar. Realisasi alat produksi, yakni siap guna operasi (SGO) pada tahun 2020 sebanyak 2.125 unit atau 95,85% dari anggaran sebanyak 2.217 unit. Realisasi tersebut turun 3,36% dari realisasi tahun 2019 sebanyak 2.199. Sementara unit kendaraan siap operasi (SO) tahun 2020 sebanyak 1.155 unit atau 95,53% dari anggaran sebanyak 1.209 unit. Realisasi tahun 2019 adalah sebanyak 1.883 unit, yang berarti pencapaian tahun 2020 turun sebesar 38,66%. Tingkat Kesehatan Perusahaan tahun 2020 pada kategori “Sehat” dengan penggolongan “A” dengan skor sebesar 66,5, namun mengalami penurunan dibandingkan dengan tahun 2019 sebesar 83,0 dengan penggolongan “AA”. Realisasi target-target *Key Performance Indicator* (KPI) tahun 2020 dapat direalisasikan sebesar 79,00 dan mengalami penurunan dibandingkan dengan tahun 2019 sebesar 87,81.

## Assessment of the performance of the Board of Directors

*In general, the Company's strategy has been well prepared by the Board of Directors, although later the pandemic made the Company's achievements not as expected. In general, the Company's performance throughout 2020 has indeed decreased compared to the achievement in 2019, mainly due to the impact of the Covid-19 pandemic. Referring to the Company's Financial Statements as of December 31, 2020; the realization of assets, liabilities, and equity amounted to Rp 1.08 trillion, a decrease of 15.53% from the realization in 2019 of Rp 1.28 trillion. The decrease also occurred in the realization of the Company's operating results (profit/loss), where the realization of net loss after tax in 2020 amounted to a loss of Rp 220.1 billion, while the realization in 2019 was a net profit of Rp 43.3 billion. The realization of production equipment, which is ready for operation (SGO) in 2020 is 2,125 units or 95.85% of the budget of 2,217 units. This realization decreased by 3.36% from the realization in 2019 of 2,199. Meanwhile, vehicles ready for operation (SO) in 2020 are 1,155 units or 95.53% of the budget of 1,209 units. The realization in 2019 was 1,883 units, which means the achievement in 2020 decreased by 38.66%. The Company's Health Level in 2020 was in the "Healthy" category with a classification of "A" with a score of 66.5, but decreased compared to 2019 of 83.0 with a classification of "AA". The realization of Key Performance Indicator (KPI) targets in 2020 can be realized at 79.00, a decrease compared to 2019 which was 87.81.*



Salah satu tugas dan tanggung jawab Dewan Pengawas adalah melakukan pengawasan terhadap implementasi strategi Perusahaan. Sepanjang tahun 2020, Dewan Pengawas telah memberikan saran/evaluasi atas efektivitas penerapan manajemen risiko dan penerapan teknologi informasi, memberikan saran/nasihat berdasarkan rekomendasi dan/atau hasil evaluasi Komite Dewan Pengawas, memberikan rekomendasi/persetujuan atas tindakan Direksi sesuai Anggaran Dasar Perusahaan, dan menyusun laporan (pendapat/saran) atas laporan manajemen. Dalam memberikan nasihat kepada Direksi, Dewan Pengawas menggunakan media Rapat Gabungan Dewan Pengawas dan Direksi, Rapat dengan Unit terkait bersama komite penunjang, serta melakukan *monitoring* dan evaluasi ke kantor cabang. Sepanjang tahun 2020, Dewan Pengawas telah melaksanakan 12 (dua belas) Rapat Gabungan Dewan Pengawas dan Direksi untuk membahas laporan kinerja bulanan Perusahaan. Untuk mengetahui kondisi di lapangan, Dewan Pengawas dan Komite Dewan Pengawas secara sampling melakukan kunjungan ke lapangan guna memantau kinerja divisi regional dan kantor cabang. Sesuai dengan batasan kewenangannya, Dewan Pengawas juga telah memberikan persetujuan/rekomendasi kepada Direksi atas hal-hal yang terkait dengan operasional Perusahaan. Dewan Pengawas akan terus mendorong peningkatan kinerja Perusahaan di tahun 2021 dan akan terus berupaya untuk meningkatkan efektivitas pengawasan terhadap implementasi strategi perusahaan, khususnya dalam mengantisipasi perubahan lingkungan bisnis yang berdampak terhadap kinerja Perusahaan.

Dengan memperhatikan penurunan drastis kinerja Perusahaan, dari meraih laba pada tahun buku 2019 menjadi merugi pada tahun 2020, Dewan Pengawas meminta Direksi untuk mengambil langkah-langkah strategis untuk meningkatkan kinerja Perusahaan. Direksi juga harus mengembangkan inovasi dalam rangka meningkatkan pemasaran, pelayanan, dan juga pengembangan usaha. Langkah sinergi dengan BUMN lain dan/atau lembaga pemerintah perlu dilakukan untuk pengembangan usaha dan peningkatan pendapatan usaha. Direksi juga diminta untuk senantiasa menjaga kualitas alat-alat produksi Perusahaan serta menyiapkan langkah strategis optimal pemanfaatan aset tetap Perusahaan. Seluruh langkah itu menjadi bagian upaya yang komprehensif untuk memperbaiki kinerja dan kondisi keuangan Perusahaan.

*One of the duties and responsibilities of the Supervisory Board is to supervise the implementation of the Company's strategy. Throughout 2020, the Supervisory Board has provided suggestions/evaluations on the effectiveness of the implementation of risk management and the application of information technology, provided advice/advice based on the recommendations and/or evaluation results of the Supervisory Board Committee, provided recommendations/approvals on the actions of the Board of Directors in accordance with the Company's Articles of Association, and prepared reports (opinions/suggestions) on management reports. In providing advice to the Board of Directors, the Supervisory Board uses for Joint Meetings of the Board of Supervisors and the Board of Directors, meetings with related units and supporting committees, as well as monitoring and evaluating branch offices. Throughout 2020, the Supervisory Board has held 12 (twelve) Joint Meetings of the Supervisory Board and the Board of Directors to discuss the Company's monthly performance reports. To find out the conditions in the field, the Supervisory Board and the Supervisory Board Committee made a sampling visit to the field to monitor the performance of regional divisions and branch offices. In accordance to the limits of its authority, the Supervisory Board has also given approval/recommendation to the Board of Directors on matters related to the Company's operations. The Supervisory Board will continue to encourage the improvement of the Company's performance in 2021 and will continue to strive to improve the effectiveness of supervision on the implementation of the company's strategy, especially in anticipating changes in the business environment that have an impact on the Company's performance.*

*Taking into account the drastic decline in the Company's performance, from making a profit in the 2019 financial year to a loss in 2020, the Supervisory Board asks the Board of Directors to take strategic steps to improve the Company's performance. The Board of Directors must also develop innovations in order to improve marketing, services, and also business development. Synergies with other SOEs and/or government institutions need to take place for business development and increasing business income. The Board of Directors is also asked to always maintain the quality of the Company's production equipment and prepare optimal strategic steps for the utilization of the Company's fixed assets. All of these steps are part of a comprehensive effort to improve the Company's performance and financial condition.*



Upaya maksimal Pemerintah Indonesia untuk mencegah penyebaran virus Covid-19, termasuk dengan vaksinasi massal, dan upaya pemulihan ekonomi nasional, menerbitkan harapan ekonomi Indonesia akan kembali mencatat pertumbuhan positif pada tahun 2021. Kami berpandangan bahwa prospek usaha Perusahaan ke depan akan tetap baik. Dewan Pengawas optimistis bahwa melalui berbagai inovasi dan strategi Perusahaan yang dijalankan di bawah arahan Direksi dengan dukungan optimal dari seluruh Insan DAMRI di seluruh Indonesia akan membantu Perusahaan dapat bangkit dan berkembang ke depannya.

*The Government of Indonesia's maximum efforts to prevent the spread of the Covid-19 virus, including mass vaccinations, and efforts to recover the national economy, has created hopes that the Indonesian economy will record positive growth again in 2021. We are in the view of that the Company's business prospects in the future will remain well. The Supervisory Board is optimistic that through various innovations and corporate strategies carried out under the direction of the Board of Directors with optimal support from all DAMRI personnel throughout Indonesia, the Company will be able to be back on its feet and thrive in the future.*



## Pandangan atas tata kelola perusahaan dan penerapan/pengelolaan *Whistleblowing System* (WBS)

Dewan Pengawas menekankan bahwa prinsip-prinsip tata kelola yang baik senantiasa diterapkan secara efektif di Perusahaan. Penerapan mekanisme tata kelola yang baik dalam pengelolaan Perusahaan akan mendorong terpenuhinya hak Pemilik Modal dan pemangku kepentingan lainnya. Pada tahun 2020, skor *assessment* GCG DAMRI adalah sebesar 82,40 atau terus meningkat dari skor *assessment* GCG tahun 2018 sebesar 77,457 dan sebesar 81,93 pada tahun buku 2019. Dewan Pengawas berharap peningkatan skor penerapan GCG tersebut terefleksikan secara konkret dalam praktik pengurusan Perusahaan sehari-hari.

Dewan Pengawas juga berkomitmen mendorong Perusahaan membangun dan menerapkan *Whistleblowing System* (WBS) sebagai sistem yang disediakan dan dapat dimanfaatkan oleh siapapun para pemangku kepentingan (*stakeholders*) untuk menyampaikan apa yang diketahui, dirasakan, dialami, maupun rasa kepekaannya terhadap hal-hal yang terkait dengan indikasi pelanggaran, kecurangan, dan juga perilaku ataupun tindak korupsi dalam Perusahaan.

## Views on corporate governance and the implementation/management of the *Whistleblowing System* (WBS)

*The Supervisory Board emphasizes that the principles of good governance should always be implemented effectively in the Company. The implementation of good governance mechanisms in the management of the Company will encourage the fulfillment of the rights of the Capital Owners and other stakeholders. In 2020, the GCG assessment score of DAMRI is 82.40 or continues to increase from the 2018 GCG assessment score of 77.457 and 81.93 in the 2019 financial year. The Supervisory Board hopes that the increase in the GCG implementation score is reflected well in the daily management practices of the Company.*

*The Supervisory Board is also committed in encouraging the Company to build and implement a *Whistleblowing System* (WBS) as a system that is provided and can be utilized by any stakeholders to convey what is known, felt, experienced, as well as their sense of sensitivity to matters related to indications of Violations, fraud, as well as bad behavior or acts of corruption within the Company.*



Saat ini Perusahaan telah menetapkan Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*) yang ditandatangani oleh Dewan Pengawas dan Direksi tertanggal 26 Oktober 2020. Dewan Pengawas mengapresiasi upaya Direksi yang telah menetapkan Surat Keputusan Direksi Nomor: 0738.00/HK.003/SK/00/DU/2020 tentang Pembentukan Tim *Whistleblowing System* (WBS) Jalur Direksi tertanggal 26 Oktober 2020 dan juga aktivitas untuk menyebarluaskan/mendiseminasikan pesan-pesan antikorupsi dan kecurangan/pelanggaran lewat berbagai jalur maupun media komunikasi yang dimiliki Perusahaan. Dewan Pengawas meyakini bahwa WBS akan efektif apabila ada peran aktif Insan DAMRI dan para pemangku kepentingan lainnya, yang kemudian juga ditindaklanjuti dengan peran aktif Perusahaan/tim WBS untuk menindaklanjuti setiap laporan yang masuk dengan serangkaian tahapan mulai dari meneliti kebenaran laporan, menetapkan proses pemberian sanksi, perlindungan kerahasiaan bagi pelapor, dan juga kesempatan pembelaan bagi pihak terlapor.

*The Company has established a Whistleblowing System Manual which was signed by the Supervisory Board and the Board of Directors on October 26, 2020. The Supervisory Board appreciates the efforts of the Board of Directors who has issued a Board of Directors Decree Number: 0738.00/HK.003/SK/00/DU/2020 concerning the Formation of the Whistleblowing System (WBS) Team for the Board of Directors dated October 26, 2020 and also activities to widely convey/disseminate anti-corruption and fraud/ violation messages through various channels and communication media of the Company. The Supervisory Board believes that WBS will be effective if there is an active role for DAMRI Personnel and other stakeholders, which is then followed up with the active role of the Company/WBS team to follow up on each incoming report with a series of stages starting from examining the veracity of the report, determining the process of imposing sanctions, confidentiality protection the whistleblower, as well as the opportunity for defense for the reported party.*



## Perubahan komposisi Dewan Pengawas

Dalam rangka memenuhi perkembangan kebutuhan Perusahaan, sepanjang tahun 2020 terjadi pergantian komposisi di dalam Dewan Pengawas. Dengan Keputusan Nomor SK-274/MBU/08/2020 tanggal 31 Agustus 2020 perihal Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perusahaan Umum (Perum) DAMRI, Menteri BUMN selaku Pemilik Modal mengukuhkan pemberhentian dengan hormat Bapak Musyafaur Rahman sebagai Anggota Dewan Pengawas Independen Perusahaan yang diangkat berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor SK-70/MBU/05/2015 tanggal 12 Mei 2015 jo Nomor SK-92/MBU/05/2019 tanggal 8 Mei 2019 terhitung sejak tanggal 12 Mei 2020. Berdasarkan SK Nomor SK-274/MBU/08/2020 tersebut, diangkat Bapak Yuli Harsono sebagai anggota Dewan Pengawas yang baru.

## Changes in the composition of the Supervisory Board

*In order to meet the growing needs of the Company, throughout 2020 there was a change in the composition of the Supervisory Board. With Decree Number SK-274/MBU/08/2020 dated 31 August 2020 regarding the Dismissal and Appointment of Members of the DAMRI Public Company Supervisory Board (Perum), the Minister of BUMN as the Capital Owner confirmed the honorable dismissal of Mr. Musyafaur Rahman as a member of the Company's Independent Supervisory Board appointed based on the Decree of the Minister of State-Owned Enterprises Number SK-70/MBU/05/2015 dated May 12, 2015 in conjunction with Number SK-92/MBU/05/2019 dated May 8, 2019 as of May 12, 2020. Based on Decree Number SK-274/MBU/08/2020, Mr. Yuli Harsono was appointed as a new member of the Supervisory Board.*

Pada awal tahun 2021, posisi Ketua Dewan Pengawas Perusahaan berganti dengan pemberhentian Bapak Muhammad Salim oleh Menteri Badan Usaha Milik Negara (BUMN) selaku Pemilik Modal dengan Surat Keputusan SK-29/MBU/01/2021 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perum DAMRI. Sejak 28 Januari 2021, posisi Ketua Dewan Pengawas dijabat oleh Bapak Sam Budigusdian.

Perusahaan menyampaikan terima kasih dan penghargaan atas kontribusi tenaga dan pikiran serta pengabdian Bapak Muhammad Salim dan Bapak Musyafaur Rahman selama menjalankan tugas sebagai Ketua dan Anggota Dewan Pengawas Perusahaan.

*In early 2021, the position of the Chairman of the Company's Supervisory Board was replaced with the dismissal of Mr. Muhammad Salim by the Minister of State-Owned Enterprises (BUMN) as the Capital Owner with Decree SK-29/MBU/01/2021 concerning the Dismissal and Appointment of Members of the Supervisory Board of Perum DAMRI. Since January 28, 2021, the position of Chairman of the Supervisory Board has been held by Mr. Sam Budigusdian.*

*The company expresses its gratitude and appreciation for the contribution as well as the dedication of Mr. Muhammad Salim and Mr. Musyafaur Rahman while carrying out their duties as Chairman and Member of the Company's Supervisory Board.*

## Penutup

Demikian Laporan kami sampaikan. Terima kasih atas kepercayaan Pemilik Modal dan dukungan Direksi serta pemangku kepentingan lainnya sehingga Dewan Pengawas dapat menjalankan tugas dan tanggung jawab dalam hal pengawasan dan pemberian nasihat atas pengelolaan Perusahaan. Dewan Pengawas memberikan apresiasi kepada Direksi dan seluruh Insan DAMRI yang terus mengupayakan perbaikan kinerja Perusahaan sekalipun dalam kondisi yang sangat sulit. Semoga kinerja Perusahaan semakin membaik pada tahun 2021 dan waktu-waktu mendatang.

## Closing

*To close the report, we would like to convey our gratitude to the share holders, board of directors and other stakeholders' trust bestowed on the Supervisory Board, enabling the Supervisory Board to carry out its roles and responsibilities in supervising and extending advice to the Company. The Supervisory Boards would like to extend the appreciation to the Board of Directors and DAMRI personnel who continuously striving to increase the Company's performance amid the difficult situation. It is our hope that the Company's performance will be better in the year of 2021 and years to come.*

Jakarta, Oktober 2021  
Atas nama Dewan Pengawas Perum DAMRI

Jakarta, October 2021  
On behalf of the Supervisory Board of Perum DAMRI



**Sam Budigusdian**  
Ketua Dewan Pengawas  
Chairman of supervisory board





# Laporan Direksi Perusahaan Umum (Perum) DAMRI

## *Report of the Board of Directors of Perum DAMRI*

**Pemilik Modal dan para pemangku kepentingan yang kami hormati,**

Puji syukur kepada Tuhan Yang Maha Esa atas rahmat dan karunia-Nya sehingga kita semua bisa menjalani tahun 2020 dengan sebaik-baiknya. Bersama ini kami laporkan hasil pelaksanaan tugas kepengurusan Perusahaan yang telah dilaksanakan oleh Direksi sepanjang tahun 2020.

*Dear shareholders and stakeholders,*

*Praise to God the Almighty for His mercy and grace so that we can all live 2020 to the best of it. We hereby report the results of the implementation of the Company's management duties that have been carried out by the Board of Directors throughout 2020.*

**Setia N. Milatia Moemin**  
Direktur Utama  
President Director



## Analisis kinerja Perusahaan

Perekonomian global sepanjang tahun 2020 dihindangi ketidakpastian sebagai imbas pandemi Covid-19. Pemerintah Indonesia menerapkan berbagai pembatasan aktivitas sosial dan bisnis untuk menekan penyebaran virus Covid-19. Hal tersebut berpengaruh terhadap perekonomian Indonesia dan khususnya kepada Perusahaan yang menjalankan bidang usaha utama jasa angkutan penumpang dan barang untuk umum.

Sejak akhir Triwulan I 2020, industri transportasi menjadi salah satu sektor usaha yang paling terdampak pandemi Covid-19. Upaya Pemerintah dalam penanganan dan pencegahan penyebaran virus Covid-19 yang antara lain dengan mengurangi mobilitas masyarakat, pada akhirnya berimbas pada perolehan pendapatan dan keuntungan yang diraih oleh Perusahaan. Dalam kondisi yang sulit dan perekonomian yang penuh tantangan akibat pandemi Covid-19, Direksi mengapresiasi semua pihak, khususnya seluruh pegawai, atas kontribusi yang telah diberikan. Sejumlah capaian Perusahaan sepanjang tahun 2020 di antaranya terlihat dengan peningkatan pendapatan di layanan penugasan/perintis, penggunaan infrastruktur digital seperti *e-ticketing* dan sistem informasi manajemen administrasi untuk operasional dan teknik, serta penerapan sentralisasi pendapatan pada sejumlah cabang pelaksana layanan penugasan/perintis.

Pandemi juga menjadikan Perusahaan tidak bisa melakukan utilisasi unit kendaraan secara maksimal. Proporsi unit kendaraan Siap Operasi (SO) terhadap Siap Guna Operasi (SGO) masih belum pulih karena tidak terserap pasar. Sekalipun Perusahaan tetap bisa merealisasikan pendapatan sepanjang tahun 2020 lebih tinggi dibanding Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 yang telah disetujui oleh Pemilik Modal, akan tetapi penurunan pendapatan yang signifikan dibanding pencapaian tahun 2019 tersebut belum dapat diimbangi dengan penurunan beban secara proporsional, bahkan terdapat kecenderungan peningkatan pada beban langsung. Kenaikan beban langsung tersebut terutama dikontribusikan oleh beban kendaraan, tenaga operasi, penyusutan kendaraan, maupun perawatan kendaraan yang semakin meningkat seiring bertambahnya usia kendaraan. Realisasi beban yang lebih tinggi dibanding anggarannya menjadikan Perusahaan merugi dengan kerugian lebih tinggi dari yang dianggarkan.

## Company performance analysis

*The global economy throughout 2020 was plagued with uncertainty as a result of the Covid-19 pandemic. The Indonesian government has implemented various restrictions on social and business activities to suppress the spread of the Covid-19 virus. This has an impact on the Indonesian economy and especially for companies that run the main business sector of passenger and goods transportation services for the public.*

*Since the end of the first Quarter of 2020, the transportation industry has become one of the business sectors most affected by the Covid-19 pandemic. The Government's efforts in handling and preventing the spread of the Covid-19 virus, which include reducing community mobility, ultimately have an impact on the income and profits achieved by the Company. In difficult conditions and a challenging economy due to the Covid-19 pandemic, the Board of Directors appreciates all parties, especially all employees, for their contributions. A number of the Company's achievements throughout 2020 were seen in the increase in revenue in assignment/pioneering services, use of digital infrastructure such as *e-ticketing* and administrative management information systems for operations and technical space, as well as the implementation of revenue centralization in a number of branches implementing assignment/pioneer services.*

*The pandemic has also made the Company unable to utilize vehicle units optimally. The proportion of Ready for Operation (SO) vehicles to Ready for Operation Utilization (SGO) has not yet recovered because it has not been absorbed by the market. Even though the Company was still able to realize revenue 2020 which was higher than the 2020 Company Work Plan and Budget (RKAP) approved by the shareholders, the significant decrease in revenue compared to the 2019 achievement could not be offset by a proportional decrease in expenses, more over there is a tendency to an increased direct loads. The increase in direct expenses was mainly contributed by vehicle expenses, operating personnel, vehicle depreciation, and vehicle maintenance, increasing with the age of the vehicle. The realization of expenses that were higher than the budget made the Company lose money with losses higher than budgeted.*



Pada tahun buku 2020, total pendapatan Perusahaan terealisasi sebesar Rp 741,97 miliar atau 104,17% dari RKAP 2020 sebesar Rp 712,26 miliar. Total beban terealisasi sebesar Rp 962,04 miliar atau 107,17% dari anggaran pada tahun 2020 sebesar Rp 891,11 miliar. Laba (rugi) setelah pajak pada tahun 2020 sebesar minus Rp 220,08 miliar atau 123,06% dari anggaran minus Rp 178,84 miliar. Total aset maupun liabilitas dan ekuitas per 31 Desember 2020 sebesar Rp 1,08 triliun atau 88,15% dari anggaran sebesar Rp 1,22 triliun. Nilai aset di bawah RKAP dikarenakan kerugian tahun berjalan yang cukup signifikan.

Mengacu pada Keputusan Menteri Negara BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan BUMN, kinerja Perum DAMRI Tahun Buku 2020 berada pada kategori Sehat "A" dengan jumlah skor 66,50. Skor tersebut menurun dibandingkan pada Tahun Buku 2019 yang termasuk pada kategori Sehat "AA" dengan jumlah skor 83,0.

Sekalipun target sebagaimana dinyatakan dalam RKAP 2020 belum sepenuhnya tercapai, namun manajemen dan seluruh Insan DAMRI berkomitmen untuk mengatasi setiap kendala dan mengupayakan pencapaian kinerja terbaik di masa mendatang.

*In the 2020 financial year, the Company's total revenue was realized at Rp 741.97 billion or 104.17% of the 2020 RKAP of Rp 712.26 billion. Total realized expenses were Rp 962.04 billion or 107.17% of the budget in 2020 of Rp 891.11 billion. Profit (loss) after tax in 2020 is minus Rp 220.08 billion or 123.06% of the budget minus Rp 178.84 billion. Total assets as well as liabilities and equity as of December 31, 2020 amounted to Rp 1.08 trillion or 88.15% of the budget of Rp 1.22 trillion. The asset value is below the RKAP due to significant current year losses.*

*Referring to the Decree of the Minister of State-Owned Enterprises No. KEP-100/MBU/2002 dated June 4, 2002 concerning the Assessment of the Health Level of SOEs, the performance of Perum DAMRI for the Financial Year 2020 is in the Healthy category "A" with a total score of 66.50. This score decreased compared to the 2019 Fiscal Year which was included in the "AA" Healthy category with a total score of 83.0.*

*Even though the target as stated in the 2020 RKAP has not been fully achieved, the management and all DAMRI personnel are committed to overcoming obstacle and striving to achieve the best performance in the future.*



## Tinjauan perekonomian dan industri

Pandemi Covid-19 yang menghantam Indonesia dan juga seluruh belahan dunia sejak awal 2020 telah memperlambat pertumbuhan ekonomi dan industri, termasuk kinerja operasional Perusahaan. Data Badan Pusat Statistik (BPS), perekonomian Indonesia tahun 2020 yang diukur berdasarkan Produk Domestik Bruto (PDB) atas dasar harga berlaku mencapai Rp 15.434,2 triliun dan PDB per kapita mencapai Rp 56,9 juta atau US\$ 3.911,7. Pencapaian tersebut turun dari kondisi tahun 2019, di mana PDB mencapai Rp 15.833,9 triliun dan PDB per kapita mencapai Rp 59,1 juta atau US\$ 4.174,9.

## Overview of the economy and industry

*The Covid-19 pandemic that has hit Indonesia and also all parts of the world since early 2020 has slowed economic and industrial growth, including the Company's operational performance. Data from the Central Statistics Agency (BPS), the Indonesian economy in 2020 measured by Gross Domestic Product (GDP) at current prices reached Rp 15,434.2 trillion and GDP per capita reached Rp 56.9 million or US\$ 3,911.7. This achievement is down from the conditions in 2019, where GDP reached Rp 15,833.9 trillion and GDP per capita reached Rp 59.1 million or US\$ 4,174.9.*

Secara umum, ekonomi Indonesia tahun 2020 mengalami kontraksi pertumbuhan sebesar 2,07 persen (c-to-c) dibandingkan tahun 2019. Dari sisi produksi, kontraksi pertumbuhan terdapat terjadi pada lapangan usaha transportasi dan pergudangan sebesar 15,04 persen, yang mana termasuk pada bidang usaha yang dijalankan oleh DAMRI.

Organisasi Pariwisata Dunia pun mencatat tahun 2020 sebagai tahun terkelam dalam sejarah pariwisata. Seiring dengan pembatasan perjalanan, jumlah kedatangan internasional anjlok 74 persen atau 1 miliar orang lebih kecil dibandingkan dengan tahun sebelumnya. Pun di Indonesia sebagaimana dilansir Badan Pusat Statistik (BPS), di mana kunjungan wisatawan mancanegara sepanjang tahun 2020 hanya 4,022 juta kunjungan atau turun 75,03% dibandingkan dengan pencapaian tahun 2019 sebanyak 16,1 juta kunjungan. Pembatasan mobilitas dan berkurangnya intensitas perjalanan dengan menggunakan moda transportasi umum berimbas pada penurunan jumlah pelanggan pada “main source of income” membuat DAMRI harus melakukan beragam upaya untuk tetap bisa mempertahankan keberlangsungan usaha. Dengan tetap fokus pada perkembangan bisnis transportasi, Perum DAMRI akan meneruskan proses transformasi yang seiring dengan kemajuan teknologi, perubahan pasar, dan fokus pengembangan perekonomian bangsa dan Perusahaan.

Perum DAMRI akan senantiasa bersikap adaptif, menyikapi tantangan bisnis yang ada. Sekalipun optimisme bahwa kondisi akan berangsur membaik, pandemi Covid-19 masih menjadi tantangan terbesar yang potensial mempengaruhi kelangsungan bisnis, terutama dalam industri transportasi darat. Kondisi sampai dengan pertengahan 2021 belum memperlihatkan perbaikan signifikan terhadap kondisi operasional dan keuangan Perusahaan. Namun beragam program pemerintah untuk menekan penyebaran virus Covid-19, termasuk program vaksinasi massal, menumbuhkan keyakinan pertumbuhan ekonomi akan segera pulih sejalan dengan keyakinan masyarakat untuk dapat beraktivitas kembali seperti kondisi normal sebelumnya.

*In general, the Indonesian economy in 2020 experienced a growth contraction of 2.07 percent (c-to-c) compared to 2019. From the production side, the worst contraction occurred in the transportation and warehousing business sector of 15.04 percent, a business sector DAMRI is in.*

*The World Tourism Organization also noted 2020 as the darkest year in tourism history. Along with travel restrictions, the number of international arrivals fell 74 percent or 1 billion people less than the previous year. As reported by the Central Statistics Agency (BPS), Indonesia saw foreign tourist arrivals throughout 2020 only at 4.022 million visits, down 75.03% compared to the 2019 achievement of 16.1 million visits. Restrictions on mobility and reduced intensity of travel using public transportation modes have resulted in a decrease in the number of customers on the “main source of income” forcing DAMRI to make various efforts to maintain business continuity. By staying focused on the development of the transportation business, Perum DAMRI will continue the transformation process in line with technological advances, market changes, and the focus on developing the nation's economy and the Company.*

*Perum DAMRI will always be adaptive, responding to existing business challenges. Despite the optimism that conditions will gradually improve, the Covid-19 pandemic is still the biggest challenge potentially impacting business continuity, especially in the land transportation industry. Conditions until mid-2021 have not shown significant improvements to the Company's operational and financial conditions. However, various government programs to suppress the spread of the Covid-19 virus, including the mass vaccination program, have fostered confidence that economic growth will soon recover in line with people's belief that they can return to their normal activities as before.*



## Kebijakan strategis dan prospek usaha

Perusahaan memilih strategi untuk memperkuat trayek-trayek yang masih cukup banyak pelanggan pada saat pandemi sembari tetap menjaga eksistensi trayek yang ada. Untuk itu, Perusahaan pada tahun 2021 akan menjalankan layanan penugasan dengan lebih selektif, sejalan dengan anggaran Pemerintah yang terkonsentrasi untuk penanggulangan pandemi Covid-19. Peluang untuk pemenangan layanan *buy the service* (BTS), Kawasan Strategis Pariwisata Nasional (KSPN), dan Tol Laut akan dimaksimalkan. Layanan pada segmen komersial akan lebih difokuskan dan bisnis pada segmen ini harus segera *turnaround*.

Perusahaan juga mengoptimalkan bisnis dengan pendapatan yang lebih pasti, seperti pelaksanaan penugasan angkutan yang diberikan pemerintah (subsidi) dengan memastikan bahwa sumberdaya yang ada dapat dipergunakan dengan baik dan mendatangkan manfaat bagi Perusahaan. Layanan perintis masih merupakan salah satu segmen andalan DAMRI. Pertumbuhan segmen yang merupakan penugasan Pemerintah ini berkisar antara 10-15% per tahun.

Perusahaan juga tidak pernah ragu dalam menyikapi problema dan tantangan bisnis di era normal-baru. Perum DAMRI senantiasa beradaptasi dengan perubahan zaman, di mana pola kehidupan baru masyarakat (*new normal*) dengan peningkatan pergerakan barang secara signifikan, menghadirkan potensi bisnis logistik. DAMRI telah mengembangkan DAMRI *Integrated Logistic System* (DILS), yaitu sistem yang mengintegrasikan pelayanan angkutan barang dengan kekuatan jaringan yang dimiliki DAMRI di seluruh Indonesia.

Perum DAMRI juga secara serius menangkap peluang pada sektor pariwisata yang merupakan salah satu sektor yang diharapkan dapat menggerakkan perekonomian nasional. Sebelum pandemi terjadi, jumlah kunjungan wisatawan terus meningkat dari tahun ke tahun. Selanjutnya, penetapan 10 destinasi prioritas sebagaimana amanat Presiden juga menjadi upaya untuk mendorong pemerataan pariwisata Indonesia. Segmen ini merupakan salah satu segmen baru bagi Perusahaan, dimulai dengan dimenangnya tender untuk angkutan yang melayani Kawasan Strategis Pariwisata Nasional (KSPN). Dengan berkembangnya layanan KSPN ini, berkembang pula segmen angkutan pariwisata.

## Strategic policies and business prospects

*The company has made the option on strategy to strengthen routes that still had quite a number of customers during the pandemic while maintaining the existence of existing routes. Therefore, the Company in 2021 will carry out assignment services more selectively, in line with the Government's budget which is concentrated on overcoming the Covid-19 pandemic. Opportunities for winning the buy the service (BTS) service, the National Tourism Strategic Area (KSPN), and the Sea Toll Road will be maximized. Services in the commercial segment will be more focused and businesses in this segment must immediately yield a turnaround.*

*The Company also optimizes businesses with more definite income, such as the implementation of transportation assignments given by the government (subsidies) by ensuring that existing resources can be used properly and bring benefits to the Company. Pioneer services are still one of DAMRI's main segments. The growth of this segment which is assigned by the Government is around 10-15% per year.*

*The company also never hesitates in responding to business problems and challenges in the new normal era. Perum DAMRI always adapts to changing times, where a new pattern of people's life (new normal) with a significant increase in the movement of goods, presents the potential of the logistics business. DAMRI has developed the DAMRI Integrated Logistic System (DILS), which is a system that integrates goods transportation services with the strong network of DAMRI throughout Indonesia.*

*Perum DAMRI also seriously seizes opportunities in the tourism sector, which is one sector that is expected to drive the national economy. Before the pandemic occurred, the number of tourist visits continued to increase from year to year. Furthermore, the determination of 10 priority destinations as mandated by the President is also an effort to boost the distribution of Indonesian tourism. Being the new segment, the Company has won the mandate for transportation serving the National Tourism Strategic Area (KSPN). With the development of this KSPN service, the tourism transportation segment has also developed.*



Di lingkup internal, Perusahaan senantiasa mengupayakan efisiensi beban biaya serta melakukan optimalisasi sumberdaya yang tersedia. Perusahaan senantiasa mempersiapkan sumberdaya dan armada sebagai antisipasi manakala pada saatnya *business turnaround*. Kerugian yang signifikan sepanjang 2020 menghadirkan tantangan besar untuk menjaga arus kas dan pemenuhan pembiayaan investasi.

Pada akhirnya, Manajemen Perusahaan berpandangan bahwa prospek usaha ke depan akan tetap baik, salah satunya dengan dukungan pengalaman panjang dan kelengkapan jaringan Perusahaan di seluruh Indonesia.

*Internally, the Company always strives for cost efficiency and optimizes available resources. The company always prepares its resources and fleet in anticipation to the time of business turnaround. Significant losses throughout 2020 present major challenges to maintaining cash flow and meeting investment financing.*

*In the end, the Company's Management believes that the future business prospects will remain well, one of which is supported by the long experience and the Company's vast network throughout Indonesia.*



## Perkembangan penerapan tata kelola perusahaan

Sebagai Badan Usaha Milik Negara (BUMN), Perum DAMRI berkewajiban untuk menerapkan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/ GCG*) sebagaimana diamanatkan dalam Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tertanggal 1 Agustus 2011 tentang Penerapan Praktik GCG pada BUMN. Sesuai dengan ketentuan dalam peraturan tersebut, Perum DAMRI memiliki kewajiban untuk melakukan pengukuran terhadap penerapan GCG dalam upaya perbaikan dan peningkatan kualitas penerapan GCG yang dilakukan secara berkala.

Untuk tahun buku 2020, pelaksana penilaian adalah tim yang dikoordinasikan oleh Kepala Divisi Sekretariat Perusahaan yang dibentuk berdasarkan Surat Keputusan Direksi Perusahaan Umum (Perum) DAMRI Nomor: 4825.00/HK.003/SK/00/DU/2021 tertanggal 25 Februari 2021 tentang Pembentukan *Tim Self Assessment* Evaluasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Perum DAMRI Tahun Buku 2020.

## The development of the implementation of corporate governance

*As a State-Owned Enterprise (BUMN), Perum DAMRI is obliged to implement Good Corporate Governance (GCG) as mandated in the Minister of SOE Regulation Number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of GCG Practices in BUMN. In accordance with the provisions in the regulation, Perum DAMRI has the obligation to measure the implementation of GCG in an effort to the betterment and quality improvement of GCG implementation which is carried out periodically.*

*For the 2020 financial year, the assessor will be a team coordinated by the Head of the Corporate Secretariat Division which was formed based on the Decree of the Board of Directors of Public Company (Perum) DAMRI Number: 4825.00/HK.003/SK/00/DU/2021 dated February 25, 2021 concerning Team Formation Self-Assessment Evaluation of Good Corporate Governance of Perum DAMRI for Fiscal Year 2020.*

Berdasarkan penilaian Tim, total nilai penerapan GCG tahun 2020 yang diperoleh Perum DAMRI adalah sebesar 82,40 dari nilai bobot maksimal 100,00 atau yang setara dengan 82,40% sehingga secara keseluruhan hasil *assessment* implementasi GCG Perum DAMRI tahun 2020 mendapatkan klasifikasi kualitas penerapan GCG kategori “Baik”.

Pencapaian tersebut menunjukkan perkembangan yang baik, terus meningkat dari skor *assessment* GCG tahun 2018 sebesar 77,457 dan sebesar 81,93 pada tahun buku 2019. Perusahaan berkomitmen untuk terus menerapkan GCG di seluruh lini, baik di Kantor Pusat, Divisi Regional, maupun Cabang. Bentuk komitmen tersebut tecermin dengan pemutakhiran dokumen kebijakan Perusahaan terkait GCG, melaksanakan proses bisnis sesuai dengan nilai-nilai GCG, serta melakukan *monitoring* dan evaluasi terhadap pelaksanaannya secara berkala.

Dari sisi kepatuhan terhadap ketentuan, salah satu prestasi yang diraih Perusahaan adalah penghargaan dari Komisi Pemberantasan Korupsi (KPK) di mana Perusahaan menjadi instansi dengan pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) terbaik tahun 2020. Penghargaan diserahkan dalam acara Penganugerahan Kepatuhan LHKPN Terbaik oleh KPK pada 22 Desember 2020.

## Perubahan komposisi anggota Direksi

Sampai dengan akhir tahun buku 2020, Direksi terdiri atas Direktur Utama dan empat Direktur. Komposisi menjadi empat Direktur terjadi saat pengangkatan Sdr. Sandry Pasambuna untuk mengisi kekosongan posisi jabatan Direktur Komersial dan Pengembangan Usaha berdasarkan Surat Keputusan Menteri BUMN Nomor: SK-168/MBU/05/2020 tanggal 29 Mei 2020 tentang Pengangkatan Anggota Direksi DAMRI.

*Based on the team's assessment, the total value of GCG implementation in 2020 obtained by Perum DAMRI was 82.40 of the maximum weighted value of 100.00 or equivalent to 82.40%, hence the overall results of the Perum DAMRI GCG implementation assessment in 2020 obtained a classification of the quality of GCG implementation in the "Good" category.*

*This achievement shows good progress, continuing to increase from the 2018 GCG assessment score of 77.457 and 81.93 in the 2019 financial year. The company is committed to continue implementing GCG in all lines, at the Head Office, Regional Divisions, and Branches. This form of commitment is reflected in updating the Company's policy documents related to GCG, implementing business processes in accordance with GCG values, as well as monitoring and evaluating its implementation on a regular basis.*

*In terms of compliance with regulations, one of the achievements achieved by the Company was the award from the Corruption Eradication Commission (KPK) where the Company became the agency with the best management of the State Administrators Assets Report (LHKPN) in 2020. The award was presented at the Best LHKPN Compliance Award ceremony by the KPK. on December 22, 2020.*

## Changes in the composition of the members of the Board of Directors

*As of the end of the 2020 financial year, the Board of Directors consists of the President Director and four Directors. The composition into four Directors occurred when the appointment of Mr. Sandry Pasambuna to fill the vacant position of Director of Commercial and Business Development based on the Decree of the Minister of SOE Number: SK-168/MBU/05/2020 dated May 29, 2020 regarding the Appointment of Members of the Board of Directors of DAMRI.*



Selanjutnya, pada awal tahun 2021 kembali terjadi perubahan komposisi anggota Direksi seiring dengan berakhirnya masa jabatan Sdr. Sri Purwanto sebagai Direktur Keuangan Perusahaan yang diangkat berdasarkan Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor SK-01/MBU/01/2016 tanggal 7 Januari 2016. Posisi Direktur Keuangan selanjutnya diisi oleh Sdr. Joni Prasetyanto yang diangkat berdasarkan Surat Keputusan (SK) Menteri BUMN Nomor SK-5/MBU/01/2021 tanggal 7 Januari 2021 tentang Pemberhentian dan Pengangkatan Anggota Direksi DAMRI. Berdasarkan Surat Keputusan Menteri BUMN Nomor SK-173/MBU/05/2021 tertanggal 21 Mei 2021 tentang Perubahan Nomenklatur Jabatan dan Pengalihan Tugas Anggota Direksi Perum DAMRI, nomenklatur jabatan Direktur Keuangan kemudian diubah menjadi Direktur Keuangan dan Manajemen Risiko.

Perusahaan mengucapkan terima kasih dan apresiasi setinggi-tingginya kepada Sdr. Sri Purwanto atas pengabdian dan kontribusinya kepada Perusahaan selama lima tahun menjabat sebagai Direktur Keuangan.

## Penutup

Akhirnya, kami mengucapkan terima kasih dan apresiasi setinggi-tingginya kepada Pemilik Modal yang senantiasa memberikan dukungan terhadap setiap langkah Perusahaan dalam meraih kinerja optimal. Ucapan terima kasih dan penghargaan juga kami sampaikan kepada Dewan Pengawas atas seluruh arahan dan pengawasannya terhadap pengelolaan Perusahaan yang dijalankan oleh Direksi. Tidak lupa, penghargaan yang tinggi kepada seluruh Insan DAMRI atas kerja keras dan dedikasinya untuk bersama-sama memajukan Perusahaan yang kita cintai ini. Direksi juga berterimakasih kepada para mitra kerja dan para pemangku kepentingan lainnya atas kerjasama dan dukungan yang diberikan selama ini, dengan harapan semoga kerjasama yang baik terus dapat berlanjut untuk menjadikan Perum DAMRI perusahaan transportasi kelas dunia yang handal, berkinerja unggul, dan berkelanjutan.

*Furthermore, at the beginning of 2021 there was another change in the composition of the members of the Board of Directors in line with the end of Mr. Sri Purwanto tenure as Director of Finance of the Company who was appointed based on the Decree of the Minister of State-Owned Enterprises (BUMN) Number SK-01/MBU/01/2016 dated January 7, 2016. The position of Director of Finance is then filled by Mr. Joni Prasetyanto who was appointed based on the Decree (SK) of the Minister of SOE Number SK-5/MBU/01/2021 dated January 7, 2021 concerning the Dismissal and Appointment of Members of the Board of Directors of DAMRI. Based on the Decree of the Minister of SOE Number SK-173/MBU/05/2021 dated May 21, 2021 concerning Changes in Position Nomenclature and Transfer of Duties of Members of the Board of Directors of Perum DAMRI, the nomenclature of the position of Director of Finance was later changed to Director of Finance and Risk Management.*

*The company expresses its highest gratitude and appreciation to Mr. Sri Purwanto for his service and contribution to the Company during his five years as Director of Finance.*

## Closing

*Finally, we would like to express our gratitude and highest appreciation to the shareholders who always support every step of the Company in achieving optimal performance. We also express our gratitude and appreciation to the Supervisory Board for all their direction and supervision of the management of the Company which is carried out by the Board of Directors. High appreciation is extended to all DAMRI personnel for their hard work and dedication to hand-in-hand move together for the greatness of this beloved Company. The Board of Directors is also grateful to business partners and other stakeholders for the cooperation and support provided, with the hope that the good cooperation will continue to make Perum DAMRI a reliable, superior-performing, and sustainable world-class transportation company.*



Semoga Allah, Tuhan Yang Maha Kuasa senantiasa memberkati upaya yang kita jalankan untuk mencapai kinerja Perusahaan yang lebih baik pada tahun 2021 dan waktu-waktu mendatang.

*May Allah, the Almighty God continue to bless our efforts to achieve a better performance of the Company in 2021 and in the times to come.*

Jakarta, Oktober 2021  
Atas nama Direksi Perum DAMRI

*Jakarta, October 2021*  
*On behalf of the Board of Directors of Perum DAMRI*

**Setia N. Milatia Moemin**  
Direktur Utama  
*President Director*





# **PROFIL PERUSAHAAN**

***COMPANY PROFILE***

# Identitas Perusahaan

## Company Identity

|                                                                       |                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                        |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama Perusahaan<br><i>Company Name</i>                                | Perusahaan Umum (Perum) DAMRI                                                                                                                                                                                                                                                                                                                                                    | DAMRI Public Company                                                                                                                                                                   |
| Merek Dagang<br><i>Trademrk</i>                                       | DAMRI                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                        |
| Jenis/Badan Hukum Perusahaan<br><i>Type of Corporate Legal Entity</i> | Perusahaan Umum (Perum)                                                                                                                                                                                                                                                                                                                                                          | Public Company                                                                                                                                                                         |
| Bidang Usaha<br><i>Business Fields</i>                                | Pengusahaan jasa angkutan jalan, baik penumpang dan barang untuk umum                                                                                                                                                                                                                                                                                                            | Operation of road transport services, both passenger and public goods                                                                                                                  |
| Produk/Jasa<br><i>Products/Services</i>                               | Angkutan Bandara<br>Angkutan Antar Kota<br>Angkutan Perkotaan<br>Angkutan Lintas Batas Negara<br>Angkutan Perintis<br>Angkutan Paket/Barang<br>Angkutan Travel/Pariwisata                                                                                                                                                                                                        | Airport Transportation<br>Intercity Transportation<br>Urban Transport<br>Transboundary Transport<br>Pioneer Transportation<br>Package/Goods Transportation<br>Transport Travel/Tourism |
| Tanggal Pendirian<br><i>Date of Establishment</i>                     | 25 November 1946                                                                                                                                                                                                                                                                                                                                                                 | November 25, 1946                                                                                                                                                                      |
| Tanggal Beroperasi<br><i>Operating Date</i>                           | 25 November 1946                                                                                                                                                                                                                                                                                                                                                                 | November 25, 1946                                                                                                                                                                      |
| Dasar Hukum Pendirian<br><i>Legal Basis of Establishment</i>          | <ul style="list-style-type: none"> <li>- Maklumat Menteri Perhubungan RI No.01/DAM/26 Tahun 1946</li> <li>- Peraturan Pemerintah Nomor 233 Tahun 1961</li> <li>- Peraturan Pemerintah Nomor 30 Tahun 1984</li> <li>- Peraturan Pemerintah Nomor 31 Tahun 2002</li> <li>- Peraturan Pemerintah Nomor 45 Tahun 2005</li> <li>- Peraturan Pemerintah Nomor 38 Tahun 2018</li> </ul> |                                                                                                                                                                                        |
| Modal<br><i>Capital</i>                                               | Rp 647.421.000.110,42<br>(merupakan seluruh nilai penyertaan modal negara dalam Perusahaan)                                                                                                                                                                                                                                                                                      | (represents the entire value of the state equity participation in the Company)                                                                                                         |
| Kepemilikan<br><i>Owneship</i>                                        | 100% Pemerintah Indonesia                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                        |
| Alamat Kantor Pusat<br><i>Head Office Address</i>                     | Jln. Matraman Raya No. 25 Jakarta Timur 13140                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                        |
| Kontak<br><i>Contact</i>                                              | Telepon / Phone : (021) 8583131, Hunting 1500825<br>Email : humas@damri.co.id<br>Website : www.damri.co.id<br>Instagram, Twitter, Facebook : @damriindonesia                                                                                                                                                                                                                     |                                                                                                                                                                                        |
| Wilayah Kerja<br><i>Work Area</i>                                     | Seluruh Wilayah Indonesia<br>1 Kantor Pusat<br>4 Kantor Divisi Regional<br>58 Kantor Cabang<br>1 Strategic Business Unit (SBU)                                                                                                                                                                                                                                                   | 1 Head Office<br>4 Regional Division Offices<br>58 Branch Office<br>1 Strategic Business Unit (SBU)                                                                                    |
| Jumlah Karyawan<br><i>Employee Total</i>                              | 2018 = 5.443<br>2019 = 5.363<br>2020 = 5.107                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                        |



## Informasi Umum

Sejak Indonesia merdeka, DAMRI telah berkontribusi dalam membangun konektivitas transportasi darat. DAMRI hadir di seluruh provinsi yang ada di Indonesia sehingga turut berperan dalam mendukung pertumbuhan ekonomi dan menjaga NKRI melalui konektivitas transportasi darat.

DAMRI melaksanakan usaha pokok jasa angkutan penumpang dan barang untuk umum. DAMRI juga menjalankan penugasan dari pemerintah berupa angkutan perintis, angkutan perkotaan, dan penugasan lainnya dalam bidang angkutan. Melalui layanan angkutan perintis, DAMRI hadir melayani masyarakat terutama di wilayah tertinggal, terpencil, terluar, dan perbatasan (3TP). Perusahaan juga berkontribusi dalam penugasan beberapa proyek strategis nasional, termasuk dalam mendukung ekosistem Kawasan Strategis Pariwisata Nasional (KSPN) yang mendukung pengembangan ekonomi dan pelayanan dasar.

Pembangunan infrastruktur seperti jalan tol, bandara, dan pelabuhan yang sangat pesat berimbas pada peluang bagi penyedia layanan transportasi untuk dapat menjangkau seluruh infrastruktur yang telah terbangun. Kondisi tersebut membuka peluang peningkatan dan pengembangan layanan Perum DAMRI. Kondisi lingkungan bisnis yang berkembang sangat dinamis, kompetitif, dan kompleks yang diakibatkan berbagai faktor seperti globalisasi, deregulasi, liberalisasi, perkembangan teknologi, orientasi pasar, dan faktor-faktor lainnya, mendorong Perum DAMRI untuk senantiasa berubah dan beradaptasi dengan dinamika lingkungan bisnis dalam semangat “*business not as usual*” dan “*out of the box*” yang didukung sumber daya manusia yang berkompeten dan beretos kerja tinggi.

Sesuai dengan visi dan misi, DAMRI secara berkesinambungan melakukan pemutakhiran proses bisnis di Kantor Pusat, Regional, dan Cabang agar DAMRI mampu meningkatkan kepuasan pelanggan melalui penyediaan jasa berkualitas prima sehingga dapat mencapai perusahaan “*top of mind*” pada para pelanggan. DAMRI juga akan mengembangkan bisnis-bisnis pendukung di sektor transportasi darat dan penguatan menuju *One Stop Business Transportation Services*. Dalam menyikapi kondisi pandemi Covid-19, DAMRI senantiasa memberlakukan standar protokol kesehatan secara ketat untuk dapat memberikan pelayanan terbaik dengan mengutamakan 5K, yaitu Ketepatan, Keselamatan, Keamanan, Kenyamanan, dan Kesehatan bagi pelanggan dan karyawan.

## General Information

*Since Indonesia's independence, DAMRI has contributed to building land transportation connectivity. DAMRI is present in all provinces in Indonesia so that it plays a role in supporting economic growth and safeguarding the Republic of Indonesia through land transportation connectivity.*

*DAMRI carries out the main business of passenger and public goods transportation services. DAMRI also carries out assignments from the government in the form of pioneer transportation, urban transportation, and other assignments in the transportation sector. Through pioneering transportation services, DAMRI is here to serve the community, especially in disadvantaged, remote, outermost and border areas (3TP). The company has also contributed in the assignment of several national strategic projects, including in supporting the national tourism strategic area ecosystem (KSPN) which supports economic development and basic services.*

*The very rapid development of infrastructure such as toll roads, airports and ports has an impact on opportunities for transportation service providers to reach all the infrastructure that has been built. These conditions open up opportunities for improvement and development of Perum DAMRI services. The developing business environment is very dynamic, competitive, and complex due to various factors such as globalization, deregulation, liberalization, technological developments, market orientation, and other factors, has put Perum DAMRI in a position to constantly change and adapt to the dynamics of the business environment in the spirit of “business not as usual” and “out of the box” supported by competent human resources and high work ethic.*

*In accordance with its vision and mission, DAMRI is continuously updates business processes at the Head Office, Regional and Branch so that DAMRI is able to increase customer satisfaction by providing excellent quality services to eventually be a “top of mind” to customers. DAMRI will also develop supporting businesses in the land transportation sector and strengthen the efforts towards One Stop Business Transportation Services. In responding to the conditions of the Covid-19 pandemic, DAMRI always enforces strict health protocol standards able to provide the best service by prioritizing 5K, namely Accuracy, Safety, Security, Comfort, and Health for customers and employees.*

## Logo Perusahaan

Warna kuning melambangkan pengalaman dinamis yang memberikan kebahagiaan dan semangat baru bagi seluruh pengguna jasa.

Warna oranye melengkapi logogram dengan sifat hangat dan kreatif.

*The yellow color symbolizes a dynamic experience that brings happiness and new enthusiasm to all service users.*

*The orange color complements the logogram with a warm and creative nuance.*



Logogram berbentuk dua tanda panah sebagai lambang sifat progresif DAMRI, keandalan, kecepatan, serta keselamatan dalam perjalanan yang mampu memberikan pengalaman lebih bagi pelanggan.

*The logogram is in the form of two arrows as a symbol of DAMRI's progressive nature, reliability, speed and safety on the way to provide an added value customer experience.*

## Company Logo

Warna biru melambangkan pengetahuan, kebijaksanaan, dan loyalitas DAMRI yang selalu dapat diandalkan.

*The blue color symbolizes DAMRI's knowledge, wisdom, and loyalty which can always be relied on.*

Jenis huruf Sans Serif menunjukkan sifat modern, ditulis dengan tebal menggunakan huruf kapital sebagai lambang kekokohan dan komitmen kuat DAMRI dalam melayani kebutuhan transportasi Indonesia.

*The Sans Serif typeface shows a modern character, written in bold using capital letters as a symbol of DAMRI's robustness and strong commitment in serving Indonesia's transportation needs.*



## Riwayat Singkat Perusahaan

### Brief History Of The Company

Embrio Perusahaan adalah dua usaha angkutan pada masa pendudukan Jepang, yaitu "Jawa Unyu Zigyosha" dan "Zidosha Sokyoku". Pada tahun 1945, kedua usaha angkutan berubah nama menjadi "Djawatan Pengangkutan" untuk angkutan barang dan "Djawatan Angkutan Darat" untuk pengangkutan penumpang di bawah pengelolaan Kementerian Perhubungan Republik Indonesia. Berdasarkan Keputusan Menteri Perhubungan RI NO. 01/DAM/46, kedua badan usaha tersebut digabungkan menjadi "Djawatan Angkoetan Motor Repoeblik Indonesia", yang disingkat menjadi DAMRI.

*The embryo of the company were two transportation businesses during the Japanese occupation, namely "Jawa Unyu Zigyosha" and "Zidosha Sokyoku". In 1945, the two transportation businesses changed their names to "Djawatan Pengangkutan" for goods transportation and "Djawatan Land Transport" for passenger transportation under the management of the Ministry of Transportation of the Republic of Indonesia. Based on the Decree of the Minister of Transportation of the Republic of Indonesia No. 01 / DAM / 46, the two business entities were merged into "Djawatan Angkoetan Motor Repoeblik Indonesia", which was abbreviated as DAMRI.*

Tonggak penggabungan kedua djawatan tersebut pada 25 November 1946 diperingati sebagai hari ulang tahun Perusahaan.

Pada tahun 1961 terjadi peralihan status DAMRI menjadi Badan Pimpinan Umum Perusahaan Negara (BPUPN) berdasarkan Peraturan Pemerintah Nomor 233 Tahun 1961, yang kemudian BPUPN dihapus dan DAMRI ditetapkan menjadi Perusahaan Negara (PN) pada tahun 1965. Berdasarkan Peraturan Pemerintah Nomor 30 Tahun 1984 dan yang kemudian diperbarui dengan Peraturan Pemerintah Nomor 31 Tahun 2002, status PN DAMRI beralih menjadi Perusahaan Umum (Perum) DAMRI.

Seiring dengan perkembangan sektor transportasi di Indonesia, DAMRI terus beradaptasi dan berinovasi, baik dalam aspek proses bisnis maupun layanan transportasi yang diberikan kepada seluruh pengguna jasa.

*The milestone of the merger of the two offices on November 25, 1946 was celebrated as the Company's anniversary.*

*In 1961 there was a change in the status of DAMRI to become the General Governing Body of State Companies (BPUPN) based on Government Regulation Number 233 of 1961, which later BPUPN was abolished and DAMRI was designated as a State Company (PN) in 1965. Based on Government Regulation Number 30 of 1984 and updated by Government Regulation No. 31 of 2002, the status of PN DAMRI was changed to become a Public Company (Perum) DAMRI.*

*Along with the development of the transportation sector in Indonesia, DAMRI continues to adapt and innovate, both in terms of business processes and transportation services provided to all service users.*

## Keterangan Perubahan Nama

## Description of Name Change

| Keterangan                                                                                                              | Waktu<br>Timeline | Description                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Gabungan dari "Jawa Unyu Zigyosha" dan "Zidosha Sokyoku" menjadi "Djawatan Pengangkoetan" dan "Djawatan Angkutan Darat" | 1945              | <i>The combination of "Jawa Unyu Zigyosha" and "Zidosha Sokyoku" to become "Djawatan Pengangkoetan" and "Djawatan Land Transportation"</i> |
| "Djawatan Angkoetan Motor Repoeblrik Indonesia" atau DAMRI                                                              | 25 November 1946  | <i>"Djawatan Angkoetan Motor Repoeblrik Indonesia" atau DAMRI</i>                                                                          |
| Badan Pimpinan Umum Perusahaan Negara (BPUPN) DAMRI                                                                     | 1961              | <i>DAMRI General Management of State Companies</i>                                                                                         |
| Perusahaan Negara (PN) DAMRI                                                                                            | 1965              | <i>DAMRI State Company</i>                                                                                                                 |
| Perusahaan Umum (Perum) DAMRI                                                                                           | 1984              | <i>DAMRI Public Company</i>                                                                                                                |





## Jejak Langkah *Milestones*

### 1943

Saat Indonesia masih diduduki Jepang, terdapat usaha transportasi JAWA UNYU ZIGYOSHA untuk melayani angkutan barang dan ZIDOSHA SOKYOKU untuk melayani angkutan penumpang.

*When Indonesia under the Japanese occupation, there was JAWA UNYU ZIGYOSHA transport company to serve freight transport and ZIDOSHA SOKYOKU to serve people transportation.*

### 1945

Saat Indonesia sudah merdeka, JAWA UNYU ZIGYOSHA berubah nama menjadi "Djawatan Pengangkutan" untuk angkutan barang, dan ZIDOSHA SOKYOKU beralih menjadi "Djawatan Angkutan Darat" untuk angkutan penumpang.

*When Indonesia gain independence, JAWA UNYU ZIGYOSHA changed its name to "Djawatan Pengangkutan" for freight transport and ZIDOSHA SOKYOKU changed to "Djawatan Angkutan Darat" which served transportation for people.*

### 1946

Kedua Djawatan tersebut digabung menjadi "Djawatan Angkoetan Motor Repoebliek Indonesia" disingkat DAMRI berdasarkan Makloemat Menteri Perhoeboengan RI No. 01/DAM/46, dengan tugas utama menyelenggarakan pengangkutan darat dengan bus, truk dan angkutan bermotor lainnya. Sejak itulah DAMRI bertugas melayani masyarakat dan mengambil peran dalam mempertahankan kemerdekaan di era agresi Belanda pasca kemerdekaan.

*Both services were unified based on Makloemat Menteri Perhoeboengan RI No.01/DAM/46 (Minister for Transportation ROI Decree), and "Djawatan Angkoetan Motor Repoebliek Indonesia" was shortened to DAMRI, with its main job was to operate ground transport with bus, truck and other motor vehicles. Since then DAMRI provide services to serve the community and take a role in maintaining independence in the era of post-independence Dutch aggression.*

DAMRI beralih status menjadi Perusahaan Umum (Perum) berdasarkan PP No. 30 Tahun 1984.

*DAMRI switched its status to a Public Company (Perum) based on Government Regulation No. 30 of 1984.*

### 1961

### 1961

DAMRI menjadi Badan Pimpinan Umum Perusahaan Negara (BPUPN) berdasarkan PP No. 233 Tahun 1961.

*DAMRI become Badan Pimpinan Umum Perusahaan Negara (BPUPN) under Government Regulation (PP) No. 233 of 1961.*

Status DAMRI sebagai Perum disempurnakan dengan PP No. 31 Tahun 2002. Perum DAMRI diberi tugas dan wewenang untuk menyelenggarakan jasa angkutan umum, penumpang dan barang di atas jalan dengan kendaraan bermotor yang bermutu tinggi. Hingga saat ini Perum DAMRI tetap hadir dan konsisten menjalankan amanat dalam PP No. 31 Tahun 2002 tersebut.

*DAMRI's status as Perum was perfected with Government Regulation No. 31 of 2002 which still apply until now. Perum DAMRI is given the bera duty and authority to carry out public transportation services, people and goods on the road with high quality motor vehicles.*

*Until now Perum DAMRI is still present and consistently carry out the mandate in Government Regulation No. 31 of 2002.*

### 1965

BPUPN dihapus dan DAMRI ditetapkan menjadi Perusahaan Negara (PN).

*BPUPN was removed and DAMRI was set to become a State Enterprise (PN).*

### 2002

DAMRI diperbaharui dengan PP No. 38 Tahun 2018. Selain itu terdapat perubahan Logo Perusahaan, Visi, Misi, dan Nilai baru yang menggambarkan semangat transportasi Perusahaan.

*DAMRI updated with PP No. 38 of 2018. In addition there are changes in the Company's Logo, Vision, Mission, and new Values that illustrate the spirit of corporate transformation.*





## Visi *Vision*

Menjadi perusahaan transportasi kelas dunia yang handal, berkinerja unggul, dan berkelanjutan.

*To be a world-class, reliable, superior performance and sustainable transportation company.*

## Misi *Mission*

- 1 Menyediakan alat produksi yang handal, modern, dan berbasis teknologi mutakhir untuk mendukung konektivitas transportasi.
- 2 Memberikan pelayanan yang berkualitas prima, berkeselamatan, dan berorientasi kepada pelanggan.
- 3 Mengembangkan human capital yang profesional dan inovatif untuk mengoptimalkan profit guna meningkatkan nilai tambah kepada *stakeholder*.
- 4 Menjalankan prinsip-prinsip *Good Corporate Governance* (GCG) dalam aktivitas usaha Perusahaan.
- 5 Mengembangkan diversifikasi usaha guna mendukung cara bisnis Perusahaan.

- 1 *Providing production tools that are reliable, modern and based on the latest technology to support transportation connectivity.*
- 2 *Providing excellent quality, safety, and customer-oriented services.*
- 3 *Develop professional and innovative human capital to optimize profits in order to increase added value to stakeholders.*
- 4 *Implementing the principles of Good Corporate Governance (GCG) in the Company's business activities.*
- 5 *Develop business diversification to support the Company's way of doing business.*

Visi dan misi DAMRI telah disetujui oleh Dewan Pengawas dan Direksi berdasarkan Surat Keputusan 0981/HK.003/DAMRI 2019 tentang Penetapan Visi, Misi, dan Nilai Perusahaan di Lingkungan Perusahaan Umum (Perum) DAMRI tertanggal 25 Februari 2019.

*DAMRI's vision and mission have been approved by the Supervisory Board and Board of Directors based on Decree 0981/HK.003/DAMRI 2019 concerning Determination of Company Vision, Mission and Values in DAMRI Public Company (Perum) dated 25 February 2019.*

## Nilai Perusahaan

Nilai-nilai utama Perusahaan mengikuti amanat Kementerian Badan Usaha Milik Negara (BUMN), yaitu AKHLAK yang merupakan akronim dari Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif. Ketentuan tersebut termuat dalam Surat Edaran SE-7/MBU/07/2020 tentang Nilai-nilai Utama (Core Values) Sumber Daya Manusia BUMN tertanggal 1 Juli 2020 yang menjadi pedoman kerja seluruh BUMN di bawah Kementerian BUMN.

AKHLAK sejalan dan memperkuat nilai-nilai utama DAMRI yang dianut selama ini, yaitu *SMILE* yang merupakan dari akronim dari *Smart, Motivation, Innovation, Learning, dan Ethics and Integrity*. “Dengan *SMILE*, DAMRI jalankan AKHLAK” adalah kalimat afirmasi yang digunakan untuk internalisasi nilai-nilai utama Perusahaan tersebut kepada para pemangku kepentingan.

## The Value of The Company

The main values of the Company follow the mandate of the Ministry of State-Owned Enterprises (BUMN), namely AKHLAK which is an acronym for Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. This provision is contained in the Circular Letter SE-7/MBU/07/2020 concerning the Core Values of BUMN Human Resources dated July 1, 2020, which is the working guideline for all BUMN under the Ministry of BUMN.

AKHLAK is in line with and strengthens DAMRI's main values, namely *SMILE* which is an acronym for *Smart, Motivation, Innovation, Learning, and Ethics and Integrity*. “With *SMILE*, DAMRI runs AKHLAK” is an affirmation sentence used to internalize the Company's core values to stakeholders.

### “dengan *SMILE*, DAMRI jalankan AKHLAK”

|                              |                                                                                                                                                                                          |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Smart</i>                 | Cekatan, cerdas, tangguh, dan semangat mencapai kinerja<br><i>Nimble, smart, tough, and passionate about performance</i>                                                                 |
| <i>Motivation</i>            | Motivasi bekerja sama dan teamwork dalam kerja<br><i>Motivation for cooperation and teamwork at work</i>                                                                                 |
| <i>Innovation</i>            | Inovasi dan perbaikan berkesinambungan<br><i>Continuous innovation and improvement</i>                                                                                                   |
| <i>Learning</i>              | Profesional dan kinerja yang optimum<br><i>Professional and optimum performance</i>                                                                                                      |
| <i>Ethics and Integrity</i>  | Etika kerja dan tanggung jawab utuh dalam berkarya<br><i>Work ethic and full responsibility at work</i>                                                                                  |
| Amanah<br><i>Trustworthy</i> | Integritas, tulus, konsisten ( <i>integrity, honest, and consistent</i> ), dapat dipercaya<br><i>Integrity, sincere, consistency (integrity, honest, and consistent), can be trusted</i> |
| Kompeten<br><i>Competent</i> | Kinerja terbaik, sukses, keberhasilan, <i>learning agility</i> , dan ahli di bidangnya<br><i>Best performance, success, success, learning agility, and experts in their fields</i>       |
| Harmonis<br><i>Harmony</i>   | Peduli ( <i>caring</i> ), perbedaan ( <i>diversity</i> )                                                                                                                                 |
| Loyal                        | Komitmen, dedikasi (rela berkorban), dan kontribusi<br><i>Commitment, dedication (self-sacrificing), and contribution</i>                                                                |
| Adaptif<br><i>Adaptive</i>   | Inovasi, antusias terhadap perubahan, proaktif<br><i>Innovative, enthusiastic about change, proactive</i>                                                                                |
| Kolaborasi<br><i>Harmony</i> | Ketersediaan bekerja sama, sinergi untuk hasil yang lebih baik<br><i>Willingness to work together, synergy for better results</i>                                                        |





## Bidang Usaha Menurut Anggaran Dasar dan yang Dijalankan

Sesuai Pasal 8 Peraturan Pemerintah Republik Indonesia Nomor 38 Tahun 2018 tanggal 6 Agustus 2018 tentang Perusahaan Umum (Perum) DAMRI; maksud, tujuan, dan kegiatan usaha adalah sebagai berikut:

Perusahaan memiliki maksud dan tujuan untuk turut melaksanakan dan menunjang kebijakan dan program Pemerintah Pusat dan Pemerintah Daerah di bidang ekonomi dan pembangunan nasional pada umumnya terutama di bidang pengusahaan jasa angkutan jalan dan jasa lainnya serta optimalisasi pemanfaatan sumber daya Perusahaan untuk menghasilkan barang dan jasa berdasarkan prinsip pengelolaan Perusahaan yang sehat.

Dalam melaksanakan maksud dan tujuan, Perusahaan melakukan kegiatan usaha utama, sebagai berikut:

1. Jasa angkutan penumpang dan barang untuk umum.
2. Penugasan Pemerintah Pusat dan Pemerintah Daerah berupa angkutan perintis, angkutan perkotaan, dan penugasan lainnya dalam bidang angkutan.
3. Jasa penyewaan sarana angkutan.
4. Jasa titipan dan pengiriman barang/pos melalui angkutan jalan.
5. Jasa lainnya di bidang angkutan lain.

Selain kegiatan usaha utama sebagaimana dimaksud di atas, sepanjang mendukung secara finansial terhadap kegiatan usaha utama, Perusahaan dapat melaksanakan kegiatan usaha dalam rangka optimalisasi pemanfaatan potensi sumberdaya yang sudah dimiliki dan/atau dikuasai Perusahaan sebagaimana ditetapkan oleh Menteri.

Seluruh kegiatan usaha yang telah tercantum dalam Anggaran Dasar telah dijalankan oleh Perusahaan.

## Field of Business According To The Deed and Executed

*In accordance with Article 8 of the Government Regulation of the Republic of Indonesia Number 38 of 2018 dated August 6, 2018 concerning Public Company (Perum) DAMRI; the aims, objectives and business activities are as follows:*

*The Company has the intent and purpose to participate in implementing and supporting the policies and programs of the Central Government and Regional Governments in the field of economy and national development in general, especially in the field of road transportation services and other services as well as optimizing the use of Company resources to produce goods and services based on the principles of sound corporate management*

*In carrying out the aims and objectives, the Company carries out the main business activities, as follows :*

1. *Passenger and goods transportation services for the public.*
2. *Assignments from the Central Government and Regional Governments are in the form of pioneer transportation, urban transportation, and other assignments in the transportation sector.*
3. *Rental services for transportation facilities.*
4. *Storage facility services and delivery of goods/posts via road transport.*
5. *Other services in other transportation sectors.*

*In addition to the main business activities as referred to the above, as long as it supports financially the main business activities, the Company may carry out business activities in the context of optimizing the utilization of potential resources that are already owned and/or controlled by the Company as determined by the Minister.*

*All business activities listed in the Articles of Association have been carried out by the Company.*

## Produk/Jasa (Kegiatan Usaha) Jasa Angkutan

### Angkutan Bandara

Angkutan Bandara melayani perjalanan pelanggan dari dan menuju bandara. Angkutan Bandara dapat terintegrasi dengan moda transportasi lainnya sehingga dapat menjangkau wilayah strategis atau wilayah lainnya yang memiliki potensi bangkitan dan tarikan perjalanan. Pelayanan yang berorientasi pada kepuasan pelanggan ini akan terus memberikan pelayanan terbaiknya dengan tarif relatif murah, aman dan nyaman.

Bandara yang telah dilayani DAMRI antara lain:



### Airport Transportation

Airport Transportation serves customer journeys to and from the airport. Airport transportation can be integrated with other transportation modes so that it can reach strategic areas or other areas that have the potential for trip generation and attraction. This customer satisfaction-oriented service will continue to provide the best service at relatively cheap, safe and comfortable rates.

Airports that have been served by DAMRI include:

|    |                                                                                                       |    |                                                                                                             |
|----|-------------------------------------------------------------------------------------------------------|----|-------------------------------------------------------------------------------------------------------------|
| 1  | <b>Bandara Kualanamu, Medan</b><br><i>Kualanamu Airport</i>                                           | 14 | <b>Bandara Internasional Yogyakarta, Kulon Progo</b><br><i>Yogyakarta International Airport</i>             |
| 2  | <b>Bandara Silangit, Tapanuli Utara</b><br><i>Silangit Airport</i>                                    | 15 | <b>Bandara Juanda, Surabaya</b><br><i>Juanda Airport</i>                                                    |
| 3  | <b>Bandara Internasional Minangkabau, Padang</b><br><i>Minangkabau International Airport</i>          | 16 | <b>Bandara Blimbingsari, Banyuwangi</b><br><i>Blimbingsari Airport</i>                                      |
| 4  | <b>Bandara Sultan Syarif Kasim II, Pekanbaru</b><br><i>Sultan Syarif Kasim II Airport</i>             | 17 | <b>Bandara Internasional Lombok</b><br><i>Lombok International Airport</i>                                  |
| 5  | <b>Bandara Hang Nadim, Batam</b><br><i>Hang Nadim Airport</i>                                         | 18 | <b>Bandara Komodo, Labuan Bajo</b><br><i>Komodo Airport</i>                                                 |
| 6  | <b>Bandara Depati Amir, Bangka Tengah</b><br><i>Depati Amir Airport</i>                               | 19 | <b>Bandara Supadio, Pontianak</b><br><i>Supadio Airport</i>                                                 |
| 7  | <b>Bandara Fatmawati Soekarno-Putri, Bengkulu</b><br><i>Fatmawati Soekarno-Putri Airport</i>          | 20 | <b>Bandara Aji Pangeran Tumenggung Pranoto, Samarinda</b><br><i>Aji Pangeran Tumenggung Pranoto Airport</i> |
| 8  | <b>Bandara Internasional Soekarno-Hatta, Tangerang</b><br><i>Soekarno-Hatta International Airport</i> | 21 | <b>Bandara Sam Ratulangi, Manado</b><br><i>Sam Ratulangi Airport</i>                                        |
| 9  | <b>Bandara Halim Perdanakusuma, Jakarta</b><br><i>Halim Perdanakusuma Airport</i>                     | 22 | <b>Bandara Sultan Hasanudin, Makassar</b><br><i>Sultan Hasanudin Airport</i>                                |
| 10 | <b>Bandara Internasional Kertajati, Majalengka</b><br><i>Kertajati International Airport</i>          | 23 | <b>Bandara Djalaluddin, Gorontalo</b><br><i>Djalaluddin Airport</i>                                         |
| 11 | <b>Bandara Ahmad Yani, Semarang</b><br><i>Ahmad Yani Airport</i>                                      | 24 | <b>Bandara Haluoleo, Konawe Selatan</b><br><i>Haluoleo Airport</i>                                          |
| 12 | <b>Bandara Adi Sumarmo, Boyolali</b><br><i>Adi Sumarmo Airport</i>                                    | 25 | <b>Bandara Pattimura, Ambon</b><br><i>Pattimura Airport</i>                                                 |
| 13 | <b>Bandara Adi Sutjipto, Sleman</b><br><i>Adi Sutjipto Airport</i>                                    | 26 | <b>Bandara Sentani, Jayapura</b><br><i>Sentani Airport</i>                                                  |

### Angkutan Antar Kota

Pelayanan Angkutan Antar Kota meliputi jaringan pelayanan 33 kota besar di Pulau Jawa, Sumatera, Sulawesi, Kalimantan, dan Papua. Cabang yang melayani Angkutan Antar Kota adalah Serang, Bengkulu, Jambi, Palembang, Pangkal Pinang, Bandung, Bandar Lampung, Jakarta, Bogor, Banjarmasin, Palangkaraya, Samarinda, Surakarta, Purwokerto, Cilacap, Purworejo, Pontianak, Kefamenanu, Kendari, Mamuju, Mataram, Palu, Makassar, Banyuwangi, Denpasar, Malang, Pamekasan, Ponorogo, Manado, Gorontalo, Ambon, dan Jayapura.



### Intercity Transport

Inter-City Transportation Services cover a service network of 33 major cities in Java, Sumatra, Sulawesi, Kalimantan and Papua. Branches that serve intercity transportation are Serang, Bengkulu, Jambi, Palembang, Pangkal Pinang, Bandung, Bandar Lampung, Jakarta, Bogor, Banjarmasin, Palangkaraya, Samarinda, Surakarta, Purwokerto, Cilacap, Purworejo, Pontianak, Kefamenanu, Kendari, Mamuju, Mataram, Palu, Makassar, Banyuwangi, Denpasar, Malang, Pamekasan, Ponorogo, Manado, Gorontalo, Ambon, and Jayapura.

Angkutan Antar Kota menggunakan bus umum yang terikat dalam trayek, terdiri atas Angkutan Kota Dalam Provinsi (AKDP) dan Angkutan Antar Kota Antar Provinsi (AKAP).

1. Angkutan Antar Kota Dalam Provinsi (AKDP) adalah angkutan dari satu kota ke kota lain yang melalui kabupaten/kota dalam satu daerah provinsi.
2. Angkutan Kota Antar Provinsi (AKAP) adalah angkutan dari satu kota ke kota lain yang melalui antar daerah kabupaten/kota yang melalui lebih dari satu daerah provinsi.

### Angkutan Perkotaan

Angkutan Perkotaan melayani kebutuhan transportasi masyarakat dalam trayek perkotaan (dalam wilayah kota, ibukota provinsi, dan kabupaten), baik reguler maupun BRT (*Bus Rapid Transit*), dengan rute yang sudah ditentukan. Pelayanan meliputi 10 (sepuluh) kota besar di seluruh Indonesia yang meliputi Medan, Batam, Bandung, Yogyakarta, Surakarta, Surabaya, Makassar, dan Manado serta Angkutan SBU Busway Koridor 1 dan 8.



### Urban Transport

Urban Transport serves the transportation needs of the community in urban routes (within the city, provincial capitals, and districts), both regular and BRT (*Bus Rapid Transit*), with predetermined routes. Services cover 10 (ten) major cities throughout Indonesia which include Medan, Batam, Bandung, Yogyakarta, Surakarta, Surabaya, Makassar, and Manado as well as SBU Busway Corridor 1 and 8.

### Angkutan Lintas Batas Negara

Angkutan Lintas Batas Negara adalah angkutan dari satu kota ke kota lain yang melintasi batas negara dengan menggunakan bus umum yang terikat dalam trayek. DAMRI memelopori transportasi lintas-batas antarnegara Indonesia-Malaysia, dengan trayek Pontianak (Indonesia)-Kuching (Malaysia). Selain itu DAMRI juga melayani trayek Pontianak-Bandar Seri Begawan (Brunei Darussalam).



### Cross-Border Transportation

Cross-border transportation is transportation from one city to another that crosses state borders using public buses tied to routes. DAMRI pioneered cross-border transportation between Indonesia-Malaysia, with the Pontianak (Indonesia)-Kuching (Malaysia) route. In addition, DAMRI also serves the Pontianak-Bandar Seri Begawan (Brunei Darussalam) route.

### Angkutan Perintis

Angkutan Perintis melayani daerah-daerah terpencil dan terisolir yang belum dilayani oleh perusahaan angkutan lain. Angkutan Perintis merupakan penugasan dari pemerintah untuk memenuhi kebutuhan masyarakat akan transportasi.

Kegiatan ini dilaksanakan di 47 kabupaten/kota di seluruh Indonesia. Kantor Cabang DAMRI yang melayani Angkutan Perintis antara lain Banda Aceh, Medan, Padang, Jambi, Bengkulu, Palembang, Pangkal Pinang, Bandar Lampung, Serang, Pontianak, Banjarmasin, Samarinda, Kaltara, Mataram, Kupang, Ende, Waingapu, Kefamenanu, Mamuju, Kendari, Palu, Jayapura, Sorong, Serui, Biak, Nabire, Mimika, Manokwari, Marauke, Ambon, Halmahera, Gorontalo, Manado, Batam, Bandung, Bogor, Pekanbaru, Palangkaraya, Cilacap, Makassar, Jember, Banyuwangi, Denpasar, Ponorogo, Namlea, Sarmi, dan Sorong Selatan.



### Pioneer Transport

Pioneer Transportation serves remote and isolated areas that have not been served by other transportation companies. Pioneer Transport is an assignment from the government to meet the needs of the community for transportation.

This activity is carried out in 47 districts/cities throughout Indonesia. DAMRI Branch Offices that serve Pioneer Transportation include Banda Aceh, Medan, Padang, Jambi, Bengkulu, Palembang, Pangkal Pinang, Bandar Lampung, Serang, Pontianak, Banjarmasin, Samarinda, Kaltara, Mataram, Kupang, Ende, Waingapu, Kefamenanu, Mamuju, Kendari, Palu, Jayapura, Sorong, Serui, Biak, Nabire, Mimika, Manokwari, Marauke, Ambon, Halmahera, Gorontalo, Manado, Batam, Bandung, Bogor, Pekanbaru, Palangkaraya, Cilacap, Makassar, Jember, Banyuwangi, Denpasar, Ponorogo, Namlea, Sarmi, and South Sorong.



**Angkutan Paket/Barang**

Angkutan Barang adalah untuk melayani pengiriman barang dengan menggunakan mobil barang (*truck/box*). Angkutan barang DAMRI tersebar di beberapa wilayah di Indonesia antara lain angkutan paket/barang Jakarta, Pontianak, Palangkaraya, Denpasar, Makassar. DAMRI juga melakukan kerjasama dengan PT Pos Indonesia (Persero) untuk tujuan Jambi, Jakarta, Surabaya, Denpasar, Kupang, dan Mataram.

**Package/Goods Transportation**

*Goods Transportation is to serve the delivery of goods by using a car (truck/box). DAMRI's goods transportation is spread across several regions in Indonesia, including transportation of packages/goods from Jakarta, Pontianak, Palangkaraya, Denpasar, Makassar. DAMRI also cooperates with PT Pos Indonesia (Persero) for the purposes of Jambi, Jakarta, Surabaya, Denpasar, Kupang, and Mataram.*

**Angkutan Travel atau Pariwisata**

Angkutan Travel merupakan salah satu unit kerja pada DAMRI yang khusus melayani angkutan travel atau pariwisata dengan menggunakan kendaraan microbus dan bus besar. Angkutan travel atau pariwisata selain yang ada di Jakarta, juga terdapat di Kantor Cabang DAMRI yang lainnya di wilayah Indonesia.

**Travel or Tourism Transportation**

*Travel Transportation is one of the work units at DAMRI that specifically serves travel or tourism transportation using microbus vehicles and large buses. Other than those in Jakarta, travel or tourism transportation is also available at other DAMRI Branch Offices in Indonesia.*



## Wilayah Operasi *Operating Area*

Per 31 Desember 2020, DAMRI memiliki 1 (satu) Kantor Pusat, 4 (empat) Kantor Divisi Regional, memiliki 58 (lima puluh delapan) Kantor Cabang, dan 1 (satu) *Strategic Business Unit (SBU)*.

*As of December 31, 2020, DAMRI has 1 (one) Head Office, 4 (four) Regional Division Offices, has 58 (fifty eight) Branch Offices, and 1 (one) Strategic Business Unit (SBU).*



Tabel Wilayah Usaha, Nama dan Alamat Kantor Cabang atau Kantor Perwakilan  
*Table of Business Areas, Name and Address of Branch Offices or Representative Offices*

| <b>Nama Kantor</b> <i>Offices</i>                                                    | <b>Alamat</b> <i>Address</i>                 | <b>Telp/Fax/Email</b> <i>Phone/Fax/Email</i>                      |
|--------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------|
| Kantor Pusat<br>Head Office                                                          | Jln. Matraman Raya No. 25<br>Jakarta         | Telp: 021 8583131<br>Fax: -<br>Email: pusat@damri.co.id           |
| Kantor Divisi Regional (Divre) I                                                     | Jln. Angkasa No. 17 B<br>Kemayoran - Jakarta | Telp: 021 4246802<br>Fax: -<br>Email: divre.area1@damri.co.id     |
| Bandara Soekarno-Hatta                                                               | Jln. Tipar No. 39<br>Cakung - Jakarta        | Telp: 021 4603708<br>Fax: -<br>Email: cabang.basoetta@damri.co.id |
| <i>Strategic Business Unit</i><br>Trans Jakarta Busway (SBU TJBW)<br>Koridor 1 dan 8 | Jln. KRT. Radjiman Widyodiningrat<br>Jakarta | Telp: 021 29832817<br>Fax: -<br>Email: sbu.tjbw18@damri.co.id     |
| Jakarta                                                                              | Jln. Angkasa No. 17-B<br>Kemayoran - Jakarta | Telp: 021 4245783<br>Fax: -<br>Email: cabang.Jakarta@damri.co.id  |
| Kantor Cabang Logistik                                                               | Jln. KRT. Radjiman Widyodiningrat<br>Jakarta | Telp: 021 4602373<br>Fax: -<br>Email: admin.logistik@damri.co.id  |
| Bogor                                                                                | Jln. Raya Cipaku, Batutulis No. 17<br>Bogor  | Telp: 0251 8328921<br>Fax: -<br>Email: cabang.bogor@damri.co.id   |

| <b>Nama Kantor</b> <i>Office</i>         | <b>Alamat</b> <i>Address</i>                                   | <b>Telp/Fax/Email</b> <i>Phone/Fax/Email</i>                                  |
|------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------------|
| Bandung                                  | Jln. Soekarno-Hatta No. 787<br>Bandung                         | Telp: 022 7800506<br>Fax: -<br>Email: cabang.bandung@damri.co.id              |
| Serang                                   | Jln. Mayor Syafei No. 56<br>Serang                             | Telp: 0254 221175<br>Fax: -<br>Email: cabang.serang@damri.co.id               |
| Bandar Lampung                           | Jln. Kapt. Abd. Haq No. 28<br>Lampung                          | Telp: 0721 706532<br>Fax: -<br>Email: cabang.lampung@damri.co.id              |
| Palembang                                | Jln. Kolonel Burlan Km. 9<br>Palembang                         | Telp: 0711 416526<br>Fax: -<br>Email: cabang.palembang@damri.co.id            |
| Jambi                                    | Jln. Kapten Pattimura Km. 8 No. 1<br>Jambi                     | Telp: 0741 3051485<br>Fax: -<br>Email: cabang.jambi@damri.co.id               |
| Medan                                    | Jln. Raya Tg. Morawa Km. 10<br>Medan                           | Telp: 061 7865466<br>Fax: -<br>Email: cabang.medan@damri.co.id                |
| Banda Aceh                               | Jln. Twk. Hasyim Bantamuda No. 24<br>Aceh                      | Telp: 0651 635586<br>Fax: -<br>Email: cabang.aceh@damri.co.id                 |
| Bengkulu                                 | Jln. Mayjen Sutoyo Km. 6<br>Bengkulu                           | Telp: 0736 20465<br>Fax: -<br>Email: cabang.bengkulu@damri.co.id              |
| Pangkal Pinang                           | Jln. Muntok No. 24<br>Pangkal Pinang                           | Telp: 0717 421631<br>Fax: -<br>Email: cabang.pangkalpinang@damri.co.id        |
| Padang                                   | Jln. Parak Anau<br>(Wisma Indah Parupuk)<br>Padang             | Telp: 0751 7052137<br>Fax: -<br>Email: cabang.padang@damri.co.id              |
| Riau                                     | Jln. Sultan Ismail Pel Siak Sri<br>Indrapura<br>Pekanbaru Riau | Telp: 081284555599<br>Fax: -<br>Email: cabang.pekanbaru@damri.co.id           |
| Batam                                    | Jln. Brigjen Katamso, Tg. Uncang<br>Batam                      | Telp: 085252252930, 088746454396<br>Fax: -<br>Email: cabang.batam@damri.co.id |
| <b>Kantor Divisi Regional (Divre) II</b> | Jln. Mpu Tantular No. 8<br>Semarang                            | Telp: 024 3544712<br>Fax: -<br>Email: divre.area2@damri.co.id                 |
| Purwokerto                               | Jln. Pasar No. 23<br>Purwokerto                                | Telp: 0281 636064<br>Fax: -<br>Email: cabang.purwokerto@damri.co.id           |
| Cilacap                                  | Jln. Jend. A. Yani No.21<br>Cilacap                            | Telp: 0282 534018<br>Fax: -<br>Email: cabang.cilacap@damri.co.id              |



| <b>Nama Kantor</b> <i>Office</i>                                                               | <b>Alamat</b> <i>Address</i>                                        | <b>Telp/Fax/Email</b> <i>Phone/Fax/Email</i>                                |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Purworejo                                                                                      | Jln. Gajah Mada Km. 7<br>Purworejo                                  | Telp: 0275 321387<br>Fax: -<br>Email: cabang.purworejo@damri.co.id          |
| Yogyakarta                                                                                     | Jln. Ring Road Timur, Banguntapan<br>Yogyakarta                     | Telp: 0274 371450, 375839<br>Fax: -<br>Email: cabang.yogyakarta@damri.co.id |
| Surakarta                                                                                      | Jln. Raya Palur<br>Surakarta                                        | Telp: 0271 825411<br>Fax: -<br>Email: cabang.surakarta@damri.co.id          |
| Pontianak                                                                                      | Jln. Sultan Hamid II<br>Pontianak                                   | Telp: 0561 7076849<br>Fax: -<br>Email: cabang.pontianak@damri.co.id         |
| Banjarmasin                                                                                    | Jln. Trikora RT. 027<br>Banjarmasin                                 | Telp: 0511 7946595<br>Fax: -<br>Email: cabang.banjarmasin@damri.co.id       |
| Samarinda                                                                                      | Jln. A. Wahab Syahrani No. 67<br>Samarinda                          | Telp: 0541 7776890<br>Fax: -<br>Email: cabang.samarinda@damri.co.id         |
| Tanjung Selor                                                                                  | Jln. Sengkawit Ruko Pasar Induk<br>Gedung II No. 8<br>Tanjung Selor | Telp: 085346435559<br>Fax: -<br>Email: cabang.tanjungselor@damri.co.id      |
| Palangkaraya                                                                                   | Jln. Cilik Riwayat Km. 7<br>Palangkaraya                            | Telp: 0536 3231228<br>Fax: -<br>Email: cabang.palangkaraya@damri.co.id      |
| <b>Kantor Divisi Regional (Divre)<br/>III</b><br><i>Kantor Divisi Regional (Divre)<br/>III</i> | Jln. Kali Rungkut No. 7A<br>Surabaya                                | Telp: 031 8490118<br>Fax: -<br>Email: divre.area3@damri.co.id               |
| Malang                                                                                         | Jln. Letjend. S. Parman No.11<br>Malang                             | Telp: 0341 473586<br>Fax: -<br>Email: cabang.malang@damri.co.id             |
| Surabaya                                                                                       | Jln. Raya Kalirungkut No. 7A<br>Surabaya                            | Telp: 031 8482803<br>Fax: -<br>Email: cabang.surabaya@damri.co.id           |
| Ponorogo                                                                                       | Jln. Jend. Sudirman No. 8<br>Ponorogo                               | Telp: 0352 481357<br>Fax: -<br>Email: cabang.ponorogo@damri.co.id           |
| Banyuwangi                                                                                     | Jln. Jend. A. Yani No. 49<br>Banyuwangi                             | Telp: 0333 424313<br>Fax: -<br>Email: cabang.banyuwangi@damri.co.id         |
| Pamekasan                                                                                      | Jln. Stadion No. 111<br>Pamekasan                                   | Telp: 0324 321585<br>Fax: -<br>Email: cabang.pamekasan@damri.co.id          |

| <b>Nama Kantor</b> <i>Office</i> | <b>Alamat</b> <i>Address</i>                                                 | <b>Telp/Fax/Email</b> <i>Phone/Fax/Email</i>                                     |
|----------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Jember                           | Jln. MH. Thamrin No. 12<br>Jember                                            | Telp: 0331 336385<br>Fax: -<br>Email: cabang.jember@damri.co.id                  |
| Denpasar                         | Jln. P. Diponegoro No. 149<br>Denpasar                                       | Telp: 0361 235923<br>Fax: -<br>Email: cabang.denpasar@damri.co.id                |
| Mataram                          | Jln. Tgh. Faisal No. 1<br>Mataram                                            | Telp: 0370 671240<br>Fax: -<br>Email: cabang.mataram@damri.co.id                 |
| Kupang                           | Jln. Timor Raya Km. 11 Lasiana<br>Kupang                                     | Telp: 0380 8551788<br>Fax: -<br>Email: cabang.kupang@damri.co.id                 |
| Waingapu                         | Jln. Adam Malik Km. 8<br>Waingapu                                            | Telp: 081218318511, 085253511337<br>Fax: -<br>Email: cabang.waingapu@damri.co.id |
| Ende                             | Jln. Mahoni, Kel. Kota Ratu<br>Ende                                          | Telp: 0381 22467<br>Fax: -<br>Email: cabang.ende@damri.co.id                     |
| Kefamenanu                       | Jln. Jurusan Kupang Km. 9 Kab. Ttu<br>Kefamenanu                             | Telp: 0388 2433016<br>Fax: -<br>Email: cabang.kefamenanu@damri.co.id             |
| Makassar                         | Jln. P. Kemerdekaan Km. 14 Daya<br>Makassar                                  | Telp: 0411 510 155<br>Fax: -<br>Email: cabang.makassar@damri.co.id               |
| Mamuju                           | Jln. Gatot Subroto No. 37<br>Mamuju                                          | Telp: 0426 2324864<br>Fax: -<br>Email: cabang.mamuju@damri.co.id                 |
| Gorontalo                        | Gedung IT Terminal Tipe A Isimu<br>Jln. Amala Mantu Desa Dutohe<br>Gorontalo | Telp: 0822 9196 0999<br>Fax: -<br>Email: cabang.gorontalo@damri.co.id            |
| Manado                           | Jln. Baru Tugu Adipura Km. 1<br>Manado                                       | Telp: 0431 818086<br>Fax: -<br>Email: cabang.manado@damri.co.id                  |
| Palu                             | Jln. P. Diponegoro No. 61<br>Palu                                            | Telp: 085397077715<br>Fax: -<br>Email: cabang.palu@damri.co.id                   |
| Kendari                          | Jln. Brigjen. Katamso No. 99<br>Kendari                                      | Telp: 0401 3195968<br>Fax: -<br>Email: cabang.kendari@damri.co.id                |

| <b>Nama Kantor</b> <i>Office</i>                                                     | <b>Alamat</b> <i>Address</i>                              | <b>Telp/Fax/Email</b> <i>Phone/Fax/Email</i>                        |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------|
| <b>Kantor Divisi Regional (Divre) IV</b><br><i>Kantor Divisi Regional (Divre) IV</i> | Ex. Bengkel Induk PU Jln. Pasifik Indah, Pasir 2 Jayapura | Telp: -<br>Fax: -<br>Email: divre.area4@damri.co.id                 |
| Jayapura                                                                             | Ex. Bengkel Induk PU Jln. Pasifik Indah, Pasir 2 Jayapura | Telp: 082238039933<br>Fax: -<br>Email: cabang.jayapura@damri.co.id  |
| Merauke                                                                              | Jln. Kuprik No. 102 Merauke                               | Telp: 0971 3331499<br>Fax: -<br>Email: cabang.merauke@damri.co.id   |
| Sorong                                                                               | Jln. Basuki Rahmat Km. 10 Sorong                          | Telp: 0951 322385<br>Fax: -<br>Email: cabang.sorong@damri.co.id     |
| Manokwari                                                                            | Jln. Percetakan Negara No. 276 Manokwari                  | Telp: 081218884853<br>Fax: -<br>Email: cabang.manokwari@damri.co.id |
| Biak                                                                                 | Jln. Sorido Raya Biak                                     | Telp: 081248940538<br>Fax: -<br>Email: cabang.biak@damri.co.id      |
| Nabire                                                                               | Jln. Trikora Kota Lama (Samping GOR) Nabire               | Telp: -<br>Fax: -<br>Email: cabang.nabire@damri.co.id               |
| Serui                                                                                | Jln. Sumatra Serui                                        | Telp: 082199442266<br>Fax: -<br>Email: cabang.serui@damri.co.id     |
| Mimika                                                                               | Jln. C. Heatu Bun, Kab. Mimika Mimika                     | Telp: 0901 3268232<br>Fax: -<br>Email: cabang.mimika@damri.co.id    |
| Ambon                                                                                | Jln. Laksda Leo Wattimena, Bdesa Nania Kec. Baguala Ambon | Telp: 0911 361369<br>Fax: -<br>Email: cabang.ambon@damri.co.id      |
| Sarmi                                                                                | Jln. Syan Mor - Mararena Sarmi                            | Telp: -<br>Fax: -<br>Email: cabang.sarmi@damri.co.id                |
| Namlea                                                                               | Jln. Terminal Tatanggo Namlea                             | Telp: -<br>Fax: -<br>Email: cabang.namlea@damri.co.id               |
| Halmahera                                                                            | Jln. Komplek Pemerintahan Halut Halmahera                 | Telp: 0924 2621499<br>Fax: -<br>Email: cabang.halmahera@damri.co.id |
| Sorong Selatan                                                                       | Jln. Terminal Boan - Ayamaru - Sorong Selatan             | Telp: -<br>Fax: -<br>Email: cabang.sorongsal@damri.co.id            |

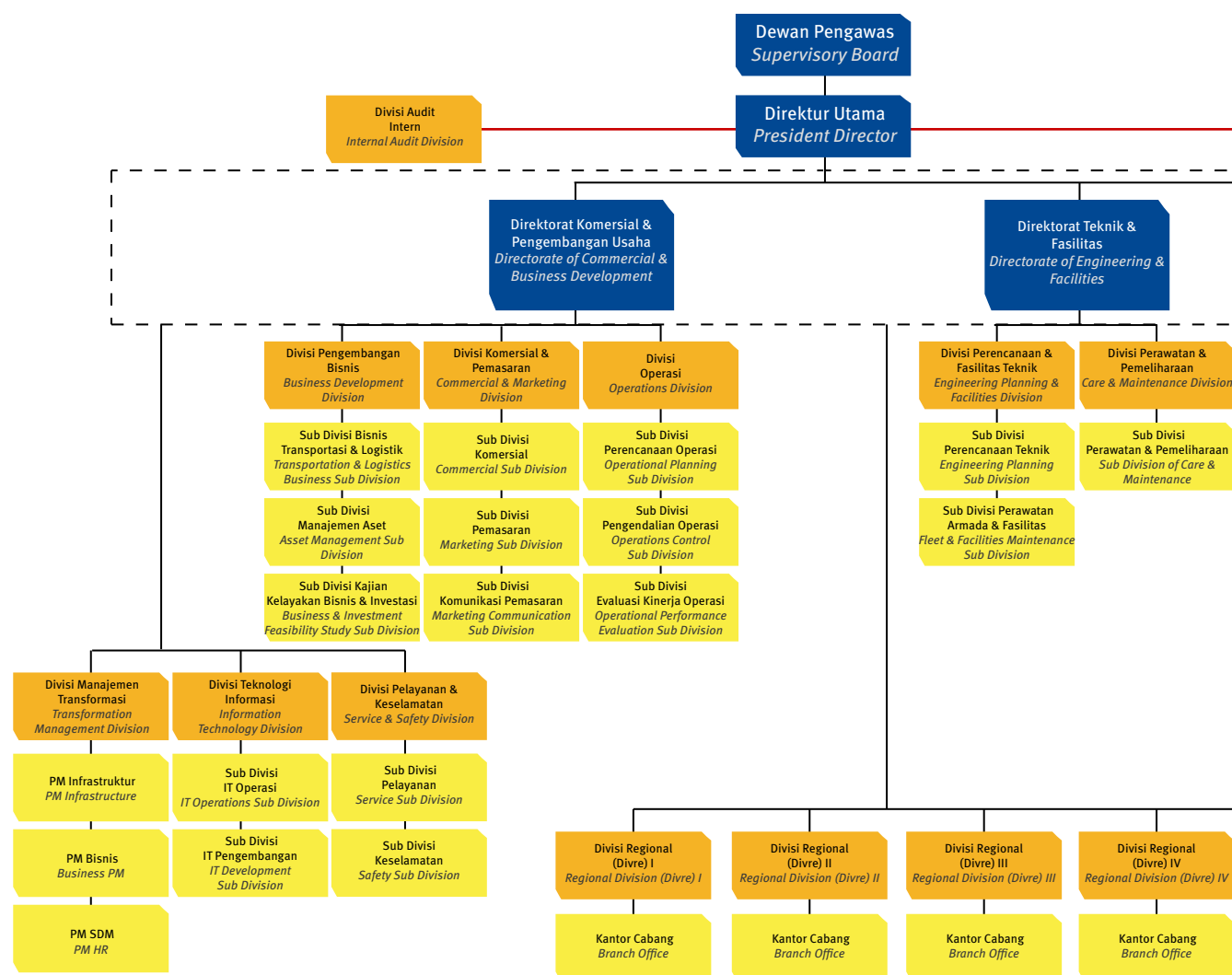


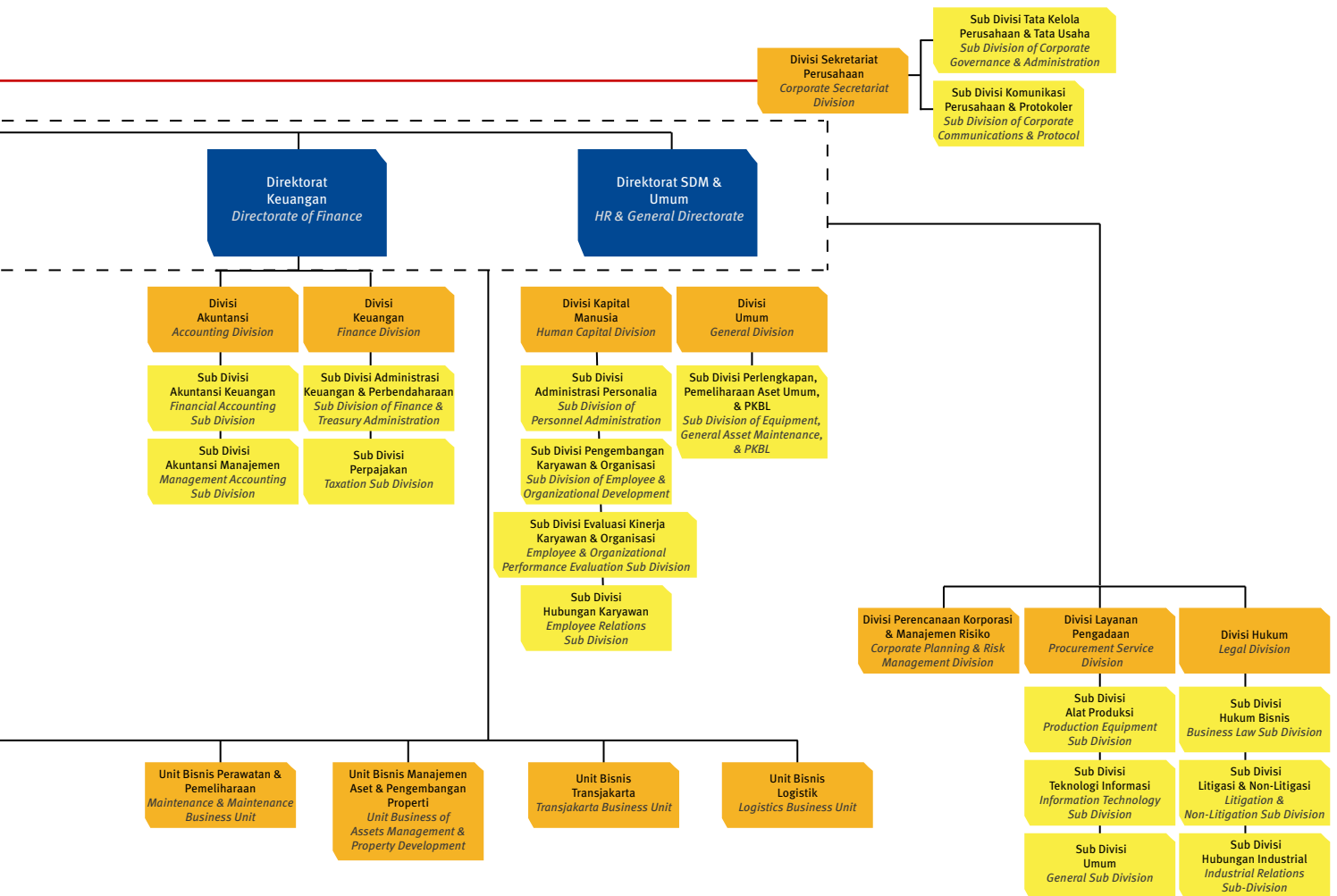
# Struktur Organisasi

Berdasarkan SK.0739/HK.101/DAMRI-2018 tanggal 26 Oktober 2018 tentang Struktur Organisasi dan Tata Kerja Perusahaan Umum (Perum) DAMRI Kantor Pusat, struktur organisasi DAMRI adalah sebagai berikut:

## Organizational Structure

Based on SK.0739/HK.101/DAMRI-2018 dated October 26, 2018 regarding the Organizational Structure and Work Procedure of the Public Company DAMRI Head Office, the organizational structure of DAMRI is as follows:





## Informasi Pemegang Saham Utama dan Pengendali

Sampai dengan tanggal 31 Desember 2020, Perum DAMRI 100% dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian Pemegang Saham Utama dan Pengendali dari Perusahaan adalah Pemerintah Republik Indonesia.

## Main Shareholders and Control Information

As of December 31, 2020, Perum DAMRI is 100% owned by the Government of the Republic of Indonesia. Therefore, the Main and Controlling Shareholder of the Company is the Government of the Republic of Indonesia.

# Profil Dewan Pengawas

## The Supervisory Board Profile



### Sam Budigusdian

Ketua Dewan Pengawas  
Chairman of the Supervisory Board

|                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Usia   Tempat, Tanggal Lahir<br>Age   Place and Date of Birth                                   | 57 tahun, per 31 Desember 2020<br>Cirebon, 31 Agustus 1963                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 57 years old, as of 31 December 2020<br>Cirebon, August 31, 1963                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Domisili<br>Domicile                                                                            | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Dasar Hukum Pengangkatan<br>Legal Basis for Appointment                                         | Diangkat sebagai Dewan Pengawas Perusahaan berdasarkan SK-29/MBU/01/2021 tanggal 28 Januari 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Appointed as the Supervisory Board of the Company based on SK-29/MBU/01/2021 dated January 28, 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Latar Belakang Pendidikan<br>Educational Background                                             | AKABRI tahun 1986, PTIK tahun 1997, Sespim Pol tahun 2001, Sespatri Polri tahun 2009, Lemhanas 48 tahun 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | AKABRI in 1986, PTIK in 1997, Sespim Pol in 2001, Sespatri Polri in 2009, Lemhanas 48 in 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Pengalaman Kerja<br>Work Experience                                                             | Menjabat sebagai Tenaga Ahli Pengkaji Bidang Hukum dan Hak Asasi Manusia pada Lembaga Ketahanan Nasional Republik Indonesia (Lemhanas RI) sampai saat ini. Anggota Kepolisian Republik Indonesia dengan pangkat saat ini Inspektur Jenderal (Irjen) Polisi dengan berbagai area penugasan di dalam negeri maupun luar negeri, termasuk di antaranya sebagai Kepala Polda Kepulauan Riau (2015-2016), Wakil Kepala Korps Polisi Lalu Lintas (Wakakorlantas) Polri (2014-2015), serta Direktur Lalu Lintas pada Polda Jawa Timur, Jawa Tengah, Kalimantan Timur, dan Kalimantan Tengah. | Serves as an Expert Reviewer in the Field of Law and Human Rights at the National Defense Institute of the Republic of Indonesia (Lemhanas RI) until now. Member of the Indonesian National Police with the current rank of Inspector General (Irjen) Police with various assignment areas at home and abroad, including as Head of the Riau Islands Police (2015-2016), Deputy Head of the Traffic Police Corps (Wakakorlantas) Polri (2014-2015), as well as Director of Traffic at Polda East Java, Central Java, East Kalimantan, and Central Kalimantan. |
| Rangkap Jabatan<br>Double Job                                                                   | Di dalam Perusahaan:<br>-<br><br>Di luar Perusahaan:<br>Tenaga Ahli Pengkaji Bidang Hukum dan Hak Asasi Manusia pada Lembaga Ketahanan Nasional Republik Indonesia (Lemhanas RI)                                                                                                                                                                                                                                                                                                                                                                                                      | In the Company:<br>-<br><br>Outside the Company:<br>Expert Reviewers in the Field of Law and Human Rights at the National Defense Institute of the Republic of Indonesia (Lemhanas RI)                                                                                                                                                                                                                                                                                                                                                                        |
| Hubungan Afiliasi<br>Affiliate Relationship                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Has no affiliation with members of the Supervisory Board, Board of Directors, or major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Pernyataan Independensi<br>Independence Statement                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Dewan Pengawas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Have not served more than 2 (two) terms as Supervisory Board                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br>Amount of Direct Company Share Ownership | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

\*Menjabat sebagai Dewan Pengawas Perusahaan sejak 28 Januari 2021

\*Served as the Company's Supervisory Board since January 28, 2021



## Teguh Pristiwanto

Anggota Dewan Pengawas  
Supervisory Board Member

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                    |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 54 tahun, per 31 Desember 2020<br>Gombong, 7 April 1966                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 54 years old, as of 31 December 2020<br>Gombong, April 7, 1966                                                                                                                                                                                                                                     |
| Domisili<br><i>Domicile</i>                                                                            | Kota Bandung                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Bandung                                                                                                                                                                                                                                                                                            |
| Dasar Hukum Pengangkatan<br><i>Legal Basis for Appointment</i>                                         | Diangkat sebagai Dewan Pengawas Perusahaan berdasarkan SK-92/M-BU/05/2019 tanggal 08 Mei 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Appointed as Company Supervisory Board based on SK-92/MBU/05/2019 dated May 08, 2019                                                                                                                                                                                                               |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Sarjana (S1) dari Perguruan Tinggi Ilmu Kepolisian (PTIK)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Bachelor (S1) from Police Science College (PTIK)                                                                                                                                                                                                                                                   |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | <p>Anggota Kepolisian Republik Indonesia dengan pangkat Inspektur Jenderal (Irjen) Polisi, pernah menjadi Pama pada Akpol, Danton I KI IV YON TK I KI IV Mentarsis Akpol, Kasubnit Patwal Sat Lantas Ponwil Tabes Probolinggo Polda Jatim, Kapuskodal Ops Polres Asahan Polda Sumut, Kasi Ops Sat Brimobda Sumut, Ps Danyon A Sat Brimobda Sumut 27-8-2001 Ps Danyon A Sat Brimobda Sumut, Ps Danyon A Men II Korbrimob Deops Polri, Ps Danyon C Men III Korprimob Deops Polri, Kasat Brimob Polda NTB, Pamen Polda Jateng, Kapolres Rembang Polwil, Pati Polda Jateng, Kapolres Cilacap Ponwil Banyumas Polda Jateng, Dir Samapta Polda Maluku Utara, Dirsabhara Polda Maluku, Dirsabhara Polda Bali, Kapusdik Min Lemdikpol, Kasatbrimob Polda Metro Jaya, Kabaginforek Rojionbang Lemdikpol, Analis Kebijakan Madya Bidang Bindiklat Lemdikpol, dan Irbidjemenopsnal I Itwil V Itwasum Polri.</p> |                                                                                                                                                                                                                                                                                                    |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | <p>Di dalam Perusahaan:</p> <p>-</p> <p>Di luar Perusahaan:</p> <p>Direktorat Perencanaan Pengendalian Kegiatan dan Operasi pada Deputi Intelijen Ekonomi, Kepala Pusat Pengelolaan Data Personel Pusat Lahjiantapers Aparatur Pemerintah dan Non Pemerintah</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>In the Company:</p> <p>-</p> <p>Outside the Company:</p> <p>Directorate of Planning for Activities and Operations Control at the Deputy for Economic Intelligence, Head of the Center for Personnel Data Management at the Lahjiantapers Center for Government and Non-Government Apparatus</p> |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                    |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Dewan Pengawas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                    |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                    |





## Yudi Yudhawan

Anggota Dewan Pengawas  
Supervisory Board Member

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                             |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 49 tahun, per 31 Desember 2020<br>Lahat, 21 Januari 1971                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 49 years old, as of 31 December 2020<br>Lahat, January 21, 1971                                                                                             |
| Domisili<br><i>Domicile</i>                                                                            | Kota Tangerang, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                             |
| Dasar Hukum Pengangkatan<br><i>Legal Basis for Appointment</i>                                         | Diangkat sebagai Dewan Pengawas Perusahaan berdasarkan SK-201/MBU/09/2019 tanggal 13 September 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                             |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Sarjana (S1) Hukum dari Universitas Padjadjaran Bandung (1989-1995)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                             |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | <p>Beliau menjabat sebagai Kepala Bidang Kebijakan Sumber Daya Manusia Eksekutif BUMN pada Keasdepan Manajemen Sumber Daya Manusia Kementerian BUMN. Sebelumnya beliau menjabat sebagai Kepala Bidang Layanan Hukum BUMN II pada Keasdepan Layanan Hukum BUMN, Kementerian BUMN (2015-2017), Kepala Bagian Pelayanan Hukum II pada Biro Hukum, Kementerian BUMN (2014-2015), Kepala Sub Bagian Pelayanan dan Bantuan Hukum IIb pada Biro Hukum, Kementerian BUMN (2010-2014), Kepala Sub Bagian Litigasi pada Biro Hukum dan Hubungan Masyarakat, Kementerian BUMN (2006-2010), Kepala Sub Bagian Peraturan Perundang-undangan I pada Biro Hukum Kementerian BUMN (2002-2006), Kepala Seksi Pendanaan dan Sumber Daya Jasa Pembiayaan pada Direktorat Persero Jasa Keuangan, Ditjen Pembinaan BUMN Departemen Keuangan (2001-2002).</p> |                                                                                                                                                             |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | Di dalam Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | In the Company:<br>-                                                                                                                                        |
|                                                                                                        | Di luar Perusahaan:<br>Kepala Bidang Kebijakan Sumber Daya Manusia Eksekutif BUMN pada Keasdepan Manajemen Sumber Daya Manusia Kementerian BUMN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Outside the Company:<br>Head of the Human Resources Policy Division of the SOE Executive on the Future of Human Resource Management at the Ministry of SOEs |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                             |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Dewan Pengawas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                             |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                             |



## Yuli Harsono

Anggota Dewan Pengawas  
Supervisory Board Member

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 53 tahun, per 31 Desember 2020<br>Jakarta, 21 Juli 1967                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 53 years old, as of 31 December 2020<br>Jakarta, July 21, 1967                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Domisili<br><i>Domicile</i>                                                                            | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Dasar Hukum Pengangkatan<br><i>Legal Basis for Appointment</i>                                         | Diangkat sebagai Dewan Pengawas Perusahaan berdasarkan SK-274/M-BU/08/2020 tanggal 31 Agustus 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Appointed as Company Supervisory Board based on SK-274/MBU/08/2020 dated 31 August 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Sarjana (S1) Fakultas Hukum dari Universitas Indonesia pada tahun 1992; Master of Law (S2) dari The University of Sheffield, Inggris pada tahun 1997; dan Doktor Ilmu Hukum (S3) dari Universitas Padjadjaran pada tahun 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Bachelor (S1) from the Faculty of Law from the University of Indonesia in 1992; Master of Law (S2) from The University of Sheffield, UK in 1997; and Doctor of Law (S3) from Padjadjaran University in 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | Beliau juga menjabat sebagai Deputy Bidang Pembangunan Manusia dan Kebudayaan di Sekretariat Kabinet RI. Sebelumnya beliau menjabat berbagai bidang di Sekretariat Kabinet RI, di antaranya Staf Biro Peraturan Perundang-undangan (PUU) (1995-1999), Kepala Sub Bagian Sumber Daya Alam Biro PUU I (1999-2001), Kepala Sub Bagian Pajak dan PNBPN Biro PUU I (2001-2004), Kepala Bagian Moneter dan Jasa Keuangan Biro PUU Bidang Perekonomian dan Industri (2004-2006), Asisten Deputy Bidang Perancangan Perundang-undangan Bidang Kesejahteraan Rakyat (2011-2014), Staf Ahli Sekretaris Kabinet Bidang Tata Ruang dan Wilayah Perbatasan (2014-2015), Deputy Sekretaris Kabinet Bidang Dukungan Kerja Kabinet (2015-2019), dan Deputy Sekretaris Kabinet Bidang Pembangunan Manusia dan Kebudayaan (2019-sekarang). | He also serves as Deputy for Human Development and Culture at the Cabinet Secretariat of the Republic of Indonesia. Previously, he served in various fields at the Cabinet Secretariat of the Republic of Indonesia, including the Staff of the Legislation Bureau (PUU) (1995-1999), Head of the Natural Resources Sub Division of the PUU I Bureau (1999-2001), Head of the Tax and PNBPN Sub Division of the PUU I Bureau (2001-2004), Head of the Monetary and Financial Services Division of the Public Works Bureau for the Economy and Industry (2004-2006), Assistant Deputy for Legislation in the People's Welfare Sector (2011-2014), Expert Staff to the Cabinet Secretary for Spatial and Regional Planning Borders (2014-2015), Deputy Cabinet Secretary for Cabinet Work Support (2015-2019), and Deputy Cabinet Secretary for Human Development and Culture (2019-present). |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | Di dalam Perusahaan:<br>-<br><br>Di luar Perusahaan:<br>Deputy Bidang Pembangunan Manusia dan Kebudayaan di Sekretariat Kabinet RI                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | In the Company:<br>-<br><br>Outside the Company:<br>Deputy for Human Development and Culture at the Cabinet Secretariat of the Republic of Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Has no affiliation with members of the Supervisory Board, Board of Directors, or major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Dewan Pengawas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Have not served more than 2 (two) terms as Supervisory Board                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



## Muhammad Salim \*\*

Ketua Dewan Pengawas  
Chairman of the Supervisory Board

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                       |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                       |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 64 tahun, per 31 Desember 2020<br>Klaten, 28 November 1956                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 64 years old, as of 31 Desember 2020<br>Klaten, November 28, 1956                                     |
| Domisili<br><i>Domicile</i>                                                                            | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                       |
| Dasar Hukum Pengangkatan<br><i>Legal Basis for Appointment</i>                                         | Diangkat sebagai Dewan Pengawas Perusahaan berdasarkan SK-292/M-BU/11/2018 tanggal 14 November 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Appointed as the Supervisory Board of the Company based on SK-292/MBU/11/2018 dated November 14, 2018 |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Sarjana (S1) Fakultas Hukum dari Universitas Gadjah Mada                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Bachelor (S1) Faculty of Law from Gadjah Mada University                                              |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | <p>Pernah menjadi Anggota Dewan Pengawas DAMRI, Tim Pendamping Hukum DAMRI (2016-2017), Kepala Badan Diklat Kejaksaan RI (2013-2016), Sekretaris Badan Diklat Kejaksaan RI (2013-2014), Kepala Kejaksaan Tinggi Kalimantan Timur (2012-2013), Kepala Kejaksaan Tinggi Nusa Tenggara Barat, Kepala Biro Hukum dan Hubungan Luar Negeri Kejaksaan RI (2011-2012), Kepala Pusat Penelitian dan Pengembangan Kejaksaan RI (2009-2011), Staf Ahli Jaksa Agung RI (2008-2009), Direktur Penyidikan Jaksa Agung Muda Tindak Pidana Khusus (2007-2008), Wakil Kepala Kejaksaan Tinggi Jawa Tengah (2006-2007), Asisten Khusus Jaksa Agung RI (2004-2006), Kepala Kejaksaan Negeri Jakarta Utara (2003-2004), Kasubdit Keamanan dan Ketertiban Umum pada Jaksa Agung Muda Intelejen (2001-2003), Kepala Kejaksaan Negeri Tanjung Perak (1999-2001), Kepala Bagian Penyusunan Program dan Pelaporan pada Sekretaris Jaksa Agung Muda Intelijen (1998-1999)</p> |                                                                                                       |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | Di dalam Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | In the Company:<br>-                                                                                  |
|                                                                                                        | Di luar Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Outside the Company:<br>-                                                                             |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                       |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Dewan Pengawas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                       |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                       |

\*\* Menjabat sebagai Dewan Pengawas Perusahaan sampai dengan 28 Januari 2021

\*\* Served as the Company's Supervisory Board until January 28, 2021

## Profil Direksi Board of Directors Profile



### Setia N. Milatia Moemin

Direktur Utama  
President Director

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 59 tahun, per 31 Desember 2020<br>Jakarta, 24 Maret 1961                                                                                                                                                                                                                                                                                                                                                                                              | 59 years old, as of 31 December 2020<br>Jakarta, March 24, 1961                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Domisili<br><i>Domicile</i>                                                                            | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Dasar Hukum Pengangkatan<br><i>Legal Basis Appointment</i>                                             | Diangkat sebagai Direksi Perusahaan berdasarkan SK-278/MBU/12/2017 tanggal 11 Desember 2017                                                                                                                                                                                                                                                                                                                                                           | Appointed as the Company's Board of Directors based on SK-278/MBU/12/2017 dated December 11, 2017                                                                                                                                                                                                                                                                                                                                                                                                       |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Sarjana (S1) Insinyur Teknik Sipil Fakultas Teknik dari Universitas Indonesia dengan Konsentrasi Studi Transportasi, Universitas Indonesia (UI) pada 1983; gelar MBA (S2) dari School of Business and Management, Azusa Pacific University, a Christian University, Azusa, California, USA pada tahun 1994; dan Doktor (S3) Ilmu Ekonomi dari Fakultas Ekonomi dan Bisnis, Universitas Trisakti dengan konsentrasi Service Management pada tahun 2021 | Bachelor (S1) in Civil Engineering, Faculty of Engineering from the University of Indonesia with a concentration in transportation Studies, University of Indonesia (UI) in 1983; an MBA (S2) from the School of Business and Management, Azusa Pacific University, a Christian University, Azusa, California, USA in 1994; and Doctoral (S3) in Economics from the Faculty of Economics and Business, Trisakti University with a concentration in Service Management in 2021                           |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | Country Director Institute Transportation Development and Policy (ITDP) (2007-2012), Direktur Keuangan PT Eka Sari Lorena (2005-2006), Anggota Komite Audit PT Kereta Api Indonesia (2001-2003), Tim Advisor Dirjen Perhubungan Darat, Policy Writer Kabinet Indonesia Hebat (Jokowi-JK), Staf Ahli Khusus Badan Pengelola Transportasi Jabodetabek (BPTJ), Direktur Utama PT Trias Cipta OSG-PMDN, Direktur Utama PT Saoda Trias Cipta               | Country Director Institute Transportation Development and Policy (ITDP) (2007-2012), Finance Director PT Eka Sari Lorena (2005-2006), Member of the Audit Committee of PT Kereta Api Indonesia (2001-2003), Advisory Team of the Director General of Land Transportation, Cabinet Policy Writer Great Indonesia (Jokowi-JK), Special Expert Staff of the Jabodetabek Transportation Management Agency (BPTJ), President Director of PT Trias Cipta OSG-PMDN, President Director of PT Saoda Trias Cipta |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | Di dalam Perusahaan:<br>-<br><br>Di luar Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                             | In the Company:<br>-<br><br>Outside the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                    | Has no affiliation with members of the Supervisory Board, Board of Directors, or major shareholders                                                                                                                                                                                                                                                                                                                                                                                                     |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Direksi Perusahaan                                                                                                                                                                                                                                                                                                                                                                                  | Has not served more than 2 (two) terms as the Company's Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                     | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |





## Sandry Pasambuna

Direktur Komersial dan Pengembangan Usaha  
Director of Commercial and Business Development

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 53 tahun, per 31 Desember 2020<br>Kotamobagu, 8 Agustus 1967                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 53 years old, as of 31 December 2020<br>Kotamobagu, August 8, 1967                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Domisili<br><i>Domicile</i>                                                                            | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Dasar Hukum Pengangkatan<br><i>Legal Basis Appointment</i>                                             | Diangkat sebagai Direksi Perusahaan berdasarkan SK-168/MBU/05/2020 tanggal 29 Mei 2020                                                                                                                                                                                                                                                                                                                                                                                                                                     | Appointed as the Company's Board of Directors based on SK-168/MBU/05/2020 dated May 29, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Insinyur dari Fakultas Teknik Sipil Universitas Sam Ratulangi Manado, Environmental Policy and Management The Van Hall Institute Belanda, dan Magister Teknik Perminyakan UPN Veteran Yogyakarta                                                                                                                                                                                                                                                                                                                           | Engineers from the Faculty of Civil Engineering, University of Sam Ratulangi Manado, Environmental Policy and Management The Van Hall Institute Netherlands, and Masters in Petroleum Engineering UPN Veteran Yogyakarta                                                                                                                                                                                                                                                                                                    |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | Construction Supervisor, Production Supervisor di Cement Bag Making & Cement Dispatch Plant pada PT Semen Bosowa; Site Manager Seaweed Plant Project, PT Bantimurung Indah Bosowa; Sr. Construction Spt./CSR (Company Site Representative) Total E&P Indonesia; Sr. Construction Spt. di Mobil Cepu Limited (ExxonMobil Oil Indonesia); Project SPA (Single Point Accountability) Project Manager di KODECO Energy Co.LTD; dan Head of Project Delivery di PHE-WMO dan Commissioning & Quality Control Manager di PHE-ONWJ | Construction Supervisor, Production Supervisor at Cement Bag Making & Cement Dispatch Plant at PT Semen Bosowa; Site Manager of Seaweed Plant Project, PT Bantimurung Indah Bosowa; Sr. Construction Spt./CSR (Company Site Representative) Total E&P Indonesia; Sr. Construction Spt. At Mobil Cepu Limited (ExxonMobil Oil Indonesia); Project SPA (Single Point Accountability) Project Manager at KODECO Energy Co.LTD; and Head of Project Delivery at PHE-WMO and Commissioning & Quality Control Manager at PHE-ONWJ |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | Di dalam Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | In the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                        | Di luar Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Outside the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                                                                                         | Has no affiliation with members of the Supervisory Board, Board of Directors, or major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Direksi Perusahaan                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Has not served more than 2 (two) terms as the Company's Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



## Joni Prasetyanto

Direktur Keuangan dan Manajemen Risiko \*  
Director of Finance and Risk Management \*

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 52 tahun, per 31 Desember 2020<br>Mojokerto, 10 November 1968                                                                                                                                                                                                                                                                                                                                                                                          | 52 years old, as of 31 December 2020<br>Mojokerto, November 10, 1968                                                                                                                                                                                                                                                                                                                                                                             |
| Domisili<br><i>Domicile</i>                                                                            | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Dasar Hukum Pengangkatan<br><i>Legal Basis Appointment</i>                                             | Diangkat sebagai Direksi Perusahaan berdasarkan SK-05/MBU/01/2021 tanggal 7 Januari 2021 jo. SK-173/MBU/05/2021 tanggal 21 Mei 2021                                                                                                                                                                                                                                                                                                                    | Appointed as the Company's Board of Directors based on SK-05/MBU/01/2021 dated January 7, 2021 jo. SK-173/MBU/05/2021 dated May 21, 2021                                                                                                                                                                                                                                                                                                         |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Sarjana Hukum Perdata dari Universitas Brawijaya dan Magister Hukum Bisnis dari Universitas Indonesia                                                                                                                                                                                                                                                                                                                                                  | Bachelor of Civil Law from Brawijaya University and Master of Business Law from University of Indonesia                                                                                                                                                                                                                                                                                                                                          |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | Sebelum bergabung dengan Perusahaan, berkari di PT Bank Tabungan Negara (Persero) Tbk sejak tahun 1994 dengan beberapa jabatan seperti <i>Senior Manager IT Policy and Government Department</i> (2010), <i>Assistant Vice President IT Policy and Government</i> (2010), <i>Legal Division Head</i> (2013), <i>Regional Office Head</i> (2015-2018), <i>Sharia Division Head</i> (2018-2019), dan <i>Credit Operations Division Head</i> (2019-2021). | Prior to joining the Company, he had a career at PT Bank Tabungan Negara (Persero) Tbk since 1994 with several positions such as <i>Senior Manager IT Policy and Government Department</i> (2010), <i>Assistant Vice President IT Policy and Government</i> (2010), <i>Legal Division Head</i> (2013), <i>Regional Office Head</i> (2015-2018), <i>Sharia Division Head</i> (2018-2019), and <i>Credit Operations Division Head</i> (2019-2021). |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | Di dalam Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                              | In the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                        | Di luar Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                               | Outside the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                     | Has no affiliation with members of the Supervisory Board, Board of Directors, or major shareholders                                                                                                                                                                                                                                                                                                                                              |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Direksi Perusahaan                                                                                                                                                                                                                                                                                                                                                                                   | Has not served more than 2 (two) terms as the Company's Board of Directors                                                                                                                                                                                                                                                                                                                                                                       |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                      | -                                                                                                                                                                                                                                                                                                                                                                                                                                                |

\* Menjabat sejak 7 Januari 2021

\* served since January 7, 2021



## Arifin

Direktur Teknik dan Fasilitas  
Director of Engineering and Facilities

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 49 tahun, per 31 Desember 2020<br>Jombang, 16 November 1971                                                                                                                                                                                                                                                                                                                                                                                                    | 49 years old, as of 31 December 2020<br>Jombang, November 16, 1971                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Domisili<br><i>Domicile</i>                                                                            | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Dasar Hukum Pengangkatan<br><i>Legal Basis Appointment</i>                                             | Diangkat sebagai Direksi Perusahaan berdasarkan SK-166/MBU/07/2019 tanggal 31 Juli 2019                                                                                                                                                                                                                                                                                                                                                                        | Appointed as the Company's Board of Directors based on SK-166/MBU/07/2019 dated July 31, 2019                                                                                                                                                                                                                                                                                                                                                                                                           |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Sarjana (S1) Fisika dari Institut Keguruan dan Ilmu Pendidikan Jakarta pada tahun 1995, dan gelar (S2) Manajemen Transportasi dari Universitas Pembangunan Nasional Jakarta pada tahun 2011                                                                                                                                                                                                                                                                    | Bachelor (S1) in Physics from the Jakarta Institute of Teacher Training and Education in 1995, and a master degree (S2) in Transportation Management from the Jakarta National Development University in 2011                                                                                                                                                                                                                                                                                           |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | Berkarier di Perusahaan sebagai Area Manager Divisi Regional III (2018-2019), Senior Manager Sekretariat Perusahaan (2015-2018), Area Manager Divisi Regional I (2014-2015), Senior Manager Sub Direktorat SDM (2012-2014), Kepala Sub Direktorat Personalia Kantor Pusat DAMRI (2011-2012), Ph Kepala Sub Direktorat Umum dan Rumah Tangga (2011), Kepala Seksi Diklat Sub Direktorat Personalia (2007-2011), Kepala Seksi Tata Usaha Personalia (2003-2007). | Career in the Company as Area Manager of Regional Division III (2018-2019), Senior Manager of Corporate Secretariat (2015-2018), Area Manager of Regional Division I (2014-2015), Senior Manager of Sub-Directorate of Human Resources (2012-2014), Head of Sub-Directorate DAMRI Head Office Personnel (2011-2012), Ph. Head of General and Household Sub-Directorate (2011), Head of Training Section of Personnel Sub-Directorate (2007-2011), Head of Personnel Administration Section (2003-2007). |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | Di dalam Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                      | In the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                        | Di luar Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                       | Outside the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                             | Has no affiliation with members of the Supervisory Board, Board of Directors, or major shareholders                                                                                                                                                                                                                                                                                                                                                                                                     |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Direksi Perusahaan                                                                                                                                                                                                                                                                                                                                                                                           | Has not served more than 2 (two) terms as the Company's Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                              | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



## Siti Inda Suri

Direktur Sumber Daya Manusia dan Umum  
Director of Human Resources and General Affairs

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 60 tahun, per 31 Desember 2020<br>Jakarta, 8 Agustus 1960                                                                                                                                                                                                                                                                                                                                                                                                                                  | 60 years old, as of 31 December 2020<br>Jakarta, Agustus 8, 1960                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Domisili<br><i>Domicile</i>                                                                            | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Dasar Hukum Pengangkatan<br><i>Legal Basis Appointment</i>                                             | Diangkat sebagai Direksi Perusahaan berdasarkan SK-166/MBU/07/2019 tanggal 31 Juli 2019                                                                                                                                                                                                                                                                                                                                                                                                    | Appointed as the Company's Board of Directors based on SK-166/MBU/07/2019 dated July 31, 2019                                                                                                                                                                                                                                                                                                                                                                                              |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Sarjana (S1) Ilmu Sosial dan Politik dari Universitas Indonesia pada tahun 1986                                                                                                                                                                                                                                                                                                                                                                                                            | Bachelor (S1) in Social and Political Sciences from the University of Indonesia in 1986                                                                                                                                                                                                                                                                                                                                                                                                    |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | HR Director PT Cowell Development Tbk (2014-2017), Head of HR Bentoel Group – a subsidiary of British American Tobacco in Indonesia (2006-2014), Vice President – Human Resources and General Affairs PT MetLife Sejahtera – Jakarta (2002-2005), HR Manager PT BAT (British American Tobacco) Indonesia Tbk. – Jakarta (1997-2002), Office Manager Westinghouse Electric S.A., Jakarta (1993-1997), dan Customer and Inbound Services Manager PT Crown Pacific Jaya, Jakarta (1990-1993). | HR Director PT Cowell Development Tbk (2014-2017), Head of HR Bentoel Group – a subsidiary of British American Tobacco in Indonesia (2006-2014), Vice President – Human Resources and General Affairs PT MetLife Sejahtera – Jakarta (2002-2005), HR Manager PT BAT (British American Tobacco) Indonesia Tbk. – Jakarta (1997-2002), Office Manager Westinghouse Electric S.A., Jakarta (1993-1997), dan Customer and Inbound Services Manager PT Crown Pacific Jaya, Jakarta (1990-1993). |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | Di dalam Perusahaan:<br>-<br><br>Di luar Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                  | In the Company:<br>-<br><br>Outside the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                                                         | Has no affiliation with members of the Supervisory Board, Board of Directors, or major shareholders                                                                                                                                                                                                                                                                                                                                                                                        |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Direksi Perusahaan                                                                                                                                                                                                                                                                                                                                                                                                                       | Has not served more than 2 (two) terms as the Company's Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |





## Sri Purwanto

Direktur Keuangan \*\*  
Director of Finance \*\*

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                  | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Usia   Tempat, tanggal lahir<br><i>Age   Place and Date of Birth</i>                                   | 56 tahun, per 31 Desember 2020<br>Klaten, 07 Oktober 1964                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 56 years old, as of 31 December 2020<br>Klaten, October 7, 1964                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Domisili<br><i>Domicile</i>                                                                            | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Dasar Hukum Pengangkatan<br><i>Legal Basis Appointment</i>                                             | Diangkat sebagai Direksi Perusahaan berdasarkan SK-01/MBU/01/2016 tanggal 07 Januari 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Appointed as the Company's Board of Directors based on SK-01/MBU/01/2016 dated January 7, 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Latar Belakang Pendidikan<br><i>Educational Background</i>                                             | Sarjana (S1) Akuntansi dari Universitas Diponegoro, Semarang pada tahun 1988; gelar (S2) Manajemen Keuangan dari Syracuse University, New York Amerika Serikat pada tahun 1999; dan gelar (S3) Ekonomi Manajemen Jasa dari Universitas Trisakti, Jakarta pada tahun 2015.                                                                                                                                                                                                                                                                                | Bachelor (S1) in Accounting from Diponegoro University, Semarang in 1988; degree (S2) in Financial Management from Syracuse University, New York United States in 1999; and a degree (S3) in Service Management Economics from Trisakti University, Jakarta in 2015                                                                                                                                                                                                                                                                                                     |
| Pengalaman Kerja<br><i>Work Experience</i>                                                             | Service Quality, Network and Electronic Banking Division Bank BTN (2014-2016), Customer Care Division Head Bank BTN (2013-2014), Promotion dan Product Development Department Head Bank BTN (2010-2013), Branch Manager Bank BTN (2006-2010), Deputy Branch Manager (2002-2006), Risk Manager, Compliance Manager, R&D Manager, Corporate Planner, Liason Officer Bank BTN dengan beberapa konsultan (Deutch Bank, Hay Consultant, Booz Allen Hamilton, PWC, Ernst & Young, Arthur Andersen dll), Bank Duta Internal Control Auditor of KJA (1993-2001). | Service Quality, Network and Electronic Banking Division of Bank BTN (2014-2016), Customer Care Division Head of Bank BTN (2013-2014), Promotion and Product Development Department Head of Bank BTN (2010-2013), Branch Manager of Bank BTN (2006-2010), Deputy Branch Manager (2002-2006), Risk Manager, Compliance Manager, R&D Manager, Corporate Planner, Liason Officer of Bank BTN with several consultants (Deutch Bank, Hay Consultant, Booz Allen Hamilton, PWC, Ernst & Young, Arthur Andersen etc.), Bank Duta Internal Control Auditor of KJA (1993-2001). |
| Rangkap Jabatan<br><i>Double Job</i>                                                                   | Di dalam Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | In the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                        | Di luar Perusahaan:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Outside the Company:<br>-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>                                                     | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Has no affiliation with members of the Supervisory Board, Board of Directors, or major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Pernyataan Independensi<br><i>Independence Statement</i>                                               | Belum menjabat lebih dari 2 (dua) periode sebagai Direksi Perusahaan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Has not served more than 2 (two) terms as the Company's Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Jumlah Kepemilikan Saham Perusahaan Secara Langsung<br><i>Amount of Direct Company Share Ownership</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

\*\* Menjabat sampai dengan 7 Januari 2021

\*\* served until January January 7, 2021

# Pengelolaan Sumberdaya Manusia

## Human Resources Management



### Penataan Dasar-Dasar Pengelolaan Sumberdaya Manusia 2020

Pengembangan sumberdaya manusia merupakan salah satu fokus utama bagi Perusahaan dalam upaya mencapai tujuannya, sebagaimana dinyatakan dalam salah satu misi Perusahaan untuk mengembangkan human capital yang profesional dan inovatif untuk mengoptimalkan profit guna meningkatkan nilai tambah kepada *stakeholder*. DAMRI telah berkomitmen untuk menjadikan pengembangan dan peningkatan kapasitas karyawan sebagai bagian yang tak terpisahkan dari tujuan pencapaian Perusahaan. Keberhasilan Perusahaan adalah juga keberhasilan karyawan dalam merealisasikan kinerja dan kontribusinya untuk berkarya dan mencapai keberhasilan.

Pelaksanaan pengembangan SDM ini sejalan dengan transformasi yang dilakukan Perusahaan untuk memastikan integritas karya dan kinerja serta budaya perusahaan dapat berjalan berkesinambungan dalam menciptakan kesehatan usaha dan pencapaian jangka panjang Perusahaan.

Langkah baru dari Direktorat SDM dan Umum untuk memulai penataan dalam memastikan terlaksananya dasar-dasar pengelolaan sumberdaya manusia secara benar (*get the basic right*) dimulai pada 2019 dengan melakukan:

1. Penataan sistem administrasi kepegawaian dengan memanfaatkan teknologi atau yang dikenal dengan *Human Resources Management System*. Pemanfaatan ini bertujuan untuk memastikan ketepatan data dan informasi kepegawaian yang akan dipergunakan dalam pengelolaan penggajian yang akan juga dikembangkan pada pelaksanaan manajemen kinerja dan talenta.

### Arrangement Of Basics Human Resources Management Basics 2020

*Human resource development is one of the main focuses for the Company in an effort to achieve its goals, as stated in one of the Company's missions to develop professional and innovative human capital to optimize profits in order to increase added value to stakeholders. DAMRI has been committed to making employee capacity building and development an integral part of the Company's achievement goals. The success of the Company is also the success of employees in realizing their performance and contribution to work and achieve success.*

*The implementation of HR development is in line with the transformation carried out by the Company to ensure the integrity of the work and performance as well as the corporate culture in creating healthy business and long-term achievement of the Company.*

*A new step from the Directorate of Human Resources and General Affairs to start the arrangement in ensuring the implementation of the basics of human resource management correctly (get the basic right) began in 2019 by doing:*

1. *Structuring the employee administration system by utilizing technology or what is known as the Human Resources Management System. This utilization aims to ensure the accuracy of employee data and information that will be used in payroll management which will also be developed in the implementation of performance and talent management.*

2. Penataan sistem rekrutmen karyawan yang tidak hanya memberikan kesempatan bagi penerimaan karyawan eksternal, akan tetapi juga memberikan kesempatan bagi karyawan internal yang berbakat untuk dapat mengembangkan diri pada posisi-posisi jabatan yang terbuka. Untuk keperluan ini, bekerjasama dengan Direktorat yang membawahkan Divisi Teknologi Informasi, sistem perekrutan diciptakan untuk dapat melakukan penyeleksian karyawan, khususnya bagi calon karyawan yang berada di luar wilayah Jakarta.
3. Guna memantapkan basis bagi pengembangan karyawan, Direktorat SDM dan Umum telah memantapkan penetapan kompetensi yang harus dimiliki oleh setiap Insan DAMRI, yang meliputi kompetensi Kepemimpinan, Pencapaian Kinerja, Inovasi, Fokus pada Pelanggan, Pemecahan Masalah dan Pengambilan Keputusan, Kerjasama Tim, Pengembangan Diri dan Karyawan, Komunikasi dan Keterampilan Interpersonal, serta Etika dan Integritas.
4. Dalam hal pelatihan dan pengembangan karyawannya dan berdasarkan analisis atas kebutuhan pelatihan yang diperlukan Direktorat SDM dan Umum telah menyusun rangkaian pelatihan wajib yang akan diterapkan secara kontinyu yang meliputi pelatihan kepemimpinan bagi level manajerial dan pelatihan umum teknis operasional yang akan dikembangkan bagi seluruh karyawannya.
5. Direktorat SDM dan Umum telah memulai langkah awal bagi pelaksanaan manajemen suksesi khususnya bagi talenta-talenta, khususnya bagi satu level di bawah Direksi (BOD-1) yang bertujuan untuk membentuk kekuatan talent pool bagi Perusahaan juga bertujuan untuk memastikan kelangsungan kepemimpinan di organisasi.
6. Terkait dengan pembentukan *talent pool*, Direktorat SDM dan Umum telah menetapkan rangkaian pengembangan Management Trainee bagi lulusan Sekolah Tinggi Transportasi Darat (STTD) serta perekrutan talenta bersama BUMN yang melibatkan talenta-talenta milenial untuk dapat berkembang bersama Perusahaan.

2. *Structuring the employee recruitment system which not only provides opportunities for external employee recruitment, but also provides opportunities for talented internal employees to be able to develop themselves in open positions. For this purpose, in collaboration with the Directorate in charge of the Information Technology Division, a recruitment system was created to be able to select employees, especially for candidates who are outside the Jakarta area.*
3. *In order to strengthen the basis for employee development, the Directorate of Human Resources and General Affairs has established the determination of competencies that must be possessed by every DAMRI Personnel, which include Leadership competencies, Performance Achievement, Innovation, Customer Focus, Problem Solving and Decision Making, Teamwork, Self Development and Employees, Communication and Interpersonal Skills, and Ethics and Integrity.*
4. *In terms of training and development of its employees and based on an analysis of the training needs required, the Directorate of Human Resources and General Affairs has prepared a series of mandatory training that will be implemented continuously, which includes leadership training for the managerial level and general technical operational training which will be developed for all employ*
5. *The Directorate of Human Resources and General Affairs has started the initial steps for the implementation of succession management, especially for talents, particularly for one level below the Board of Directors (BOD-1) aiming to form a strong talent pool for the Company as well as to ensure continuity of leadership in the organization.*
6. *With regard to the formation of a talent pool, the Directorate of Human Resources and General Affairs has established a series of Management Trainee development for graduates of the College of Land Transportation (STTD) as well as talent recruitment with SOEs involving millennial talents growing with the Company.*

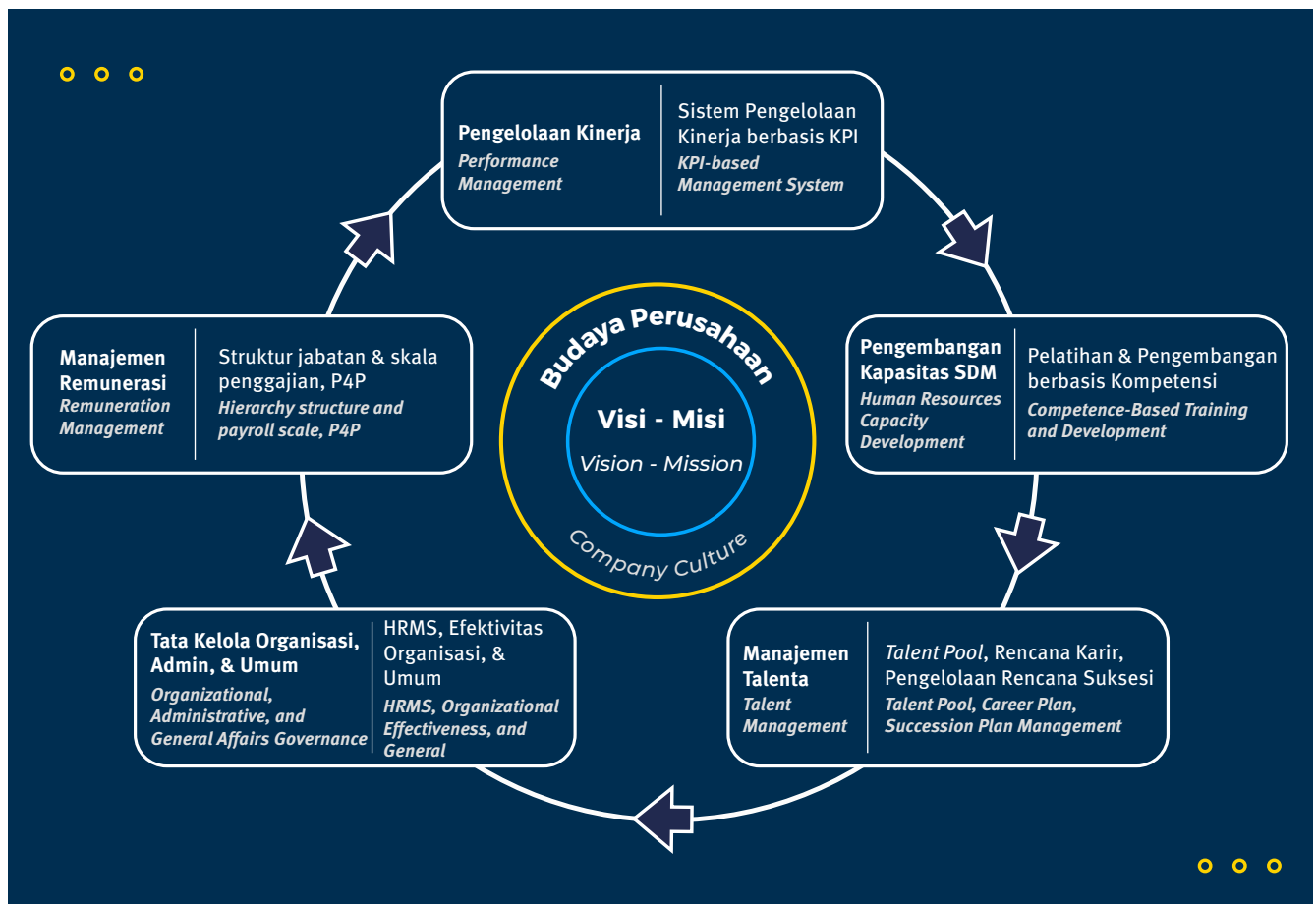


## Strategi Pengembangan Sumberdaya Manusia

Sebagai kelanjutan dari upaya peningkatan aktivitas pada Direktorat SDM dan Umum dan bagi kelanjutan pelaksanaan pengembangan sumberdaya manusia di DAMRI, Direktorat SDM dan Umum telah mencanangkan rancangan pengembangan berkesinambungan bagi karyawannya sebagaimana yang terangkum dalam diagram di bawah ini.

## Human Resources Development Strategy

As a continuation of efforts to increase activities at the Directorate of Human Resources and General Affairs and for the continuation of the implementation of human resource development at DAMRI, the Directorate of Human Resources and General Affairs has launched a sustainable development plan for its employees as summarized in the diagram below.



Di samping itu, Direktorat SDM dan Umum juga akan befokus pada efektivitas organisasi yang tidak hanya akan menata dan me-review struktur organisasi yang ada pada saat ini, namun juga menelaah efektivitas alur proses operasional dalam menata keseluruhan cabang dan kebijakan-kebijakan organisasi yang tepat guna bagi berlangsungnya tatanan organisasi yang tepat ke depannya.

Moreover, the HR and General Directorate will also focus on organizational effectiveness which will not only organize and review the current organizational structure, but also examine the effectiveness of the operational process flow in managing all branches and appropriate organizational policies. For to achieve the proper organization of the future.

## Komposisi SDM Tahun 2020

Komposisi SDM tahun 2020 diperbandingkan dengan tahun 2019 dan 2018 dapat dilihat pada bagian Profil Karyawan dan Pengembangan Kompetensi Karyawan.

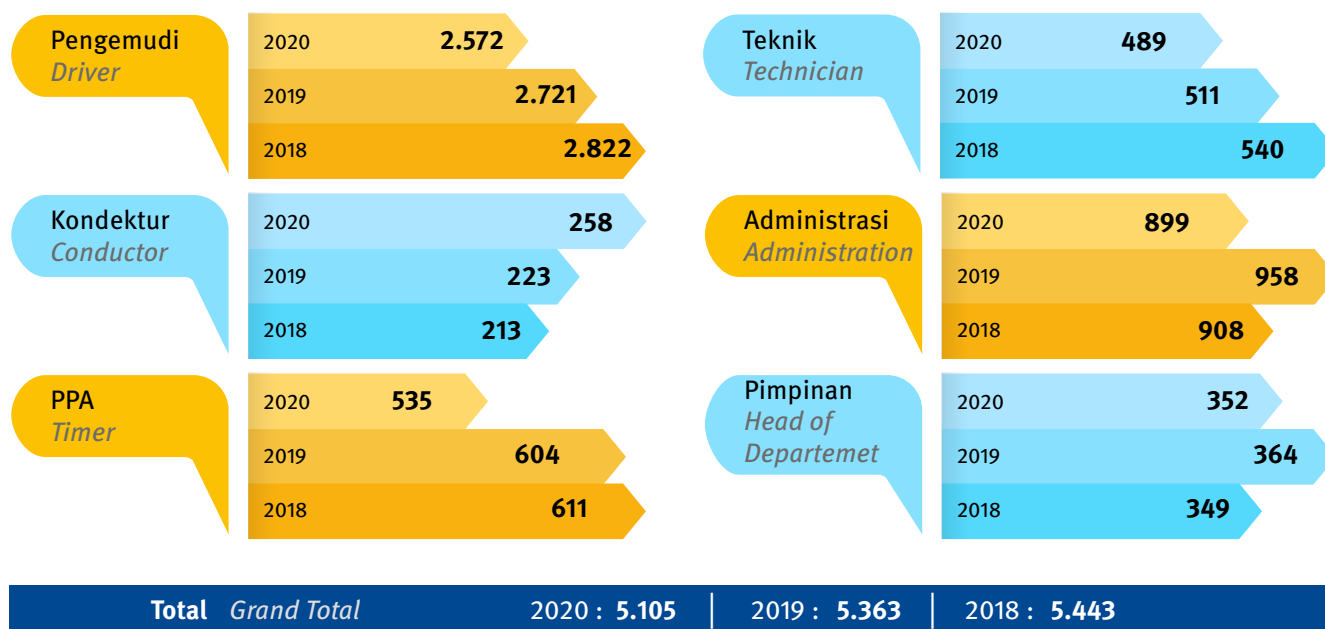
## HR Composition In 2020

The composition of HR in 2020 compared to 2019 and 2018 can be seen in the Employee Profile and Employee Competency Development section.



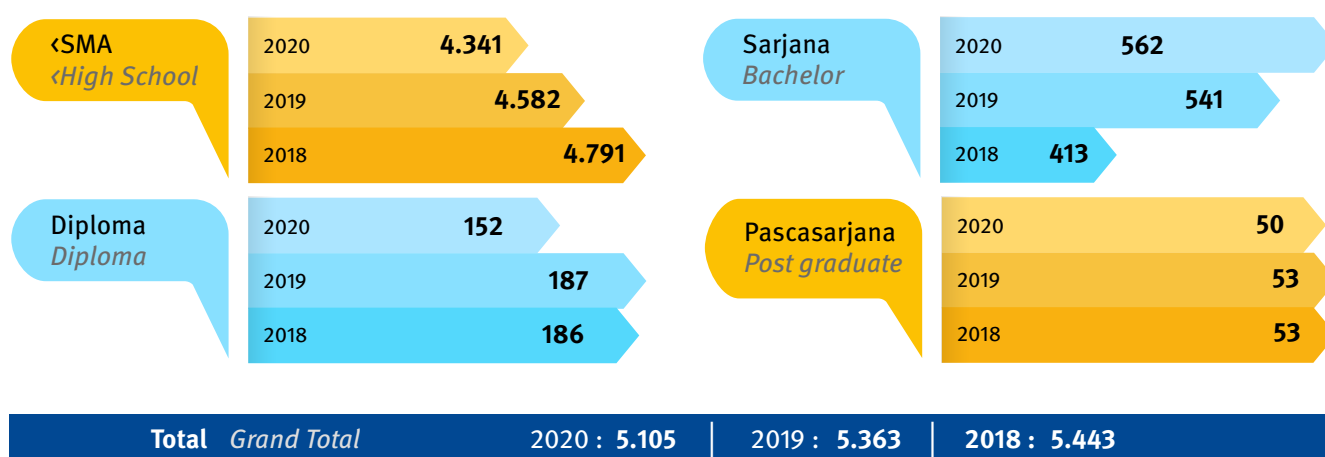
## Jumlah Karyawan Untuk Masing-Masing Level Organisasi

### Number of Employees For Each Level of The Organization



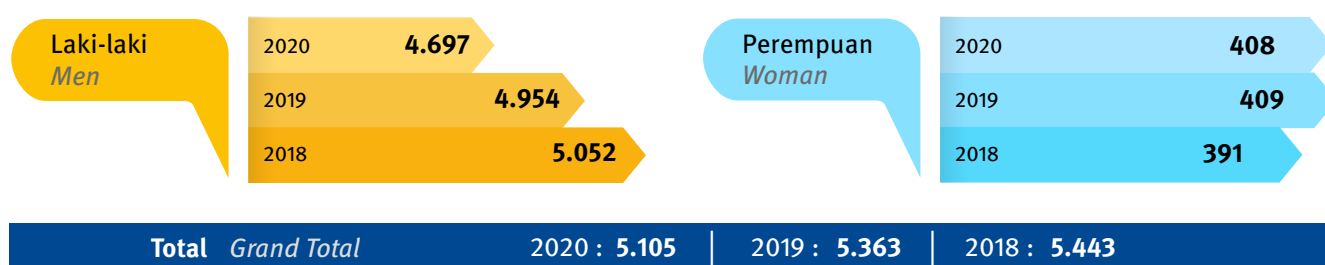
## Jumlah Karyawan Berdasarkan Tingkat Pendidikan

### Number of Employees By Education Level



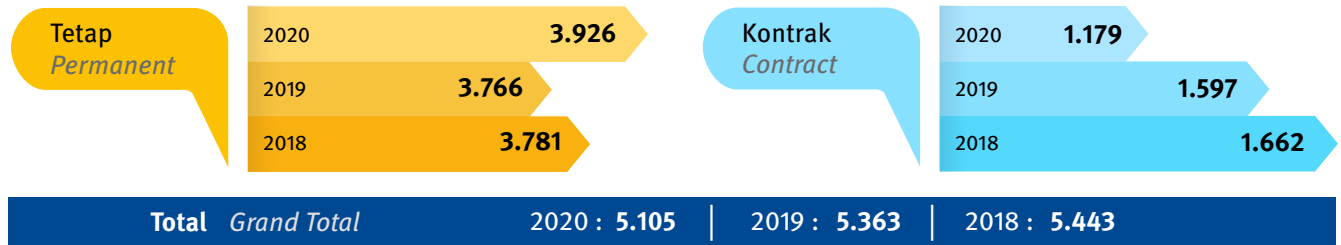
## Jumlah Karyawan Berdasarkan Gender

### Number of Employees By Gender



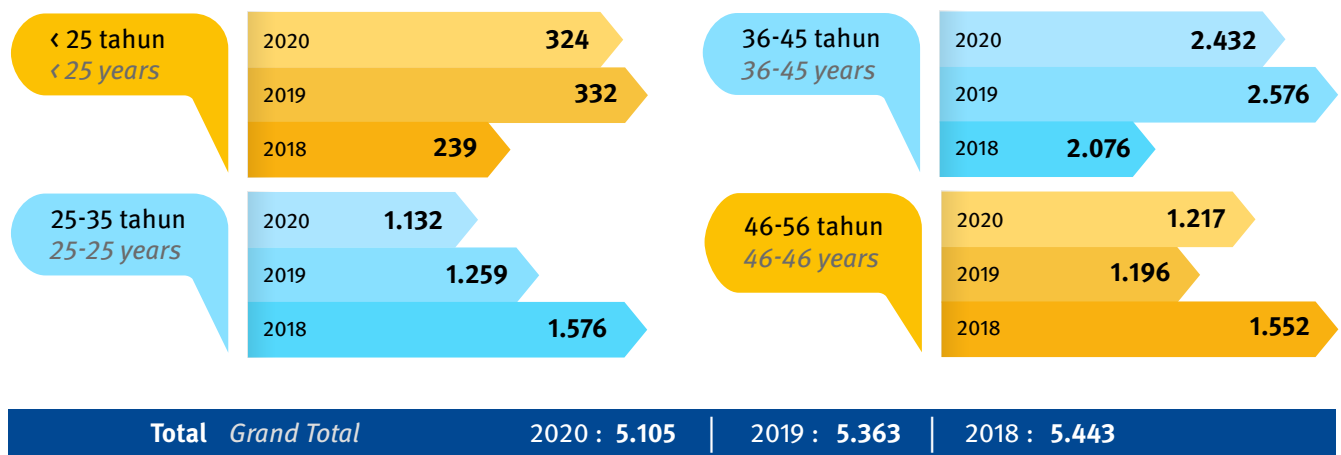
## Jumlah Karyawan Berdasarkan Status Kepegawaian

### Number of Employees By Employment Status



## Jumlah Karyawan Berdasarkan Usia

### Number of Employees By Age



## Pengembangan Kompetensi Karyawan

Dalam upaya pengembangan karyawannya, Perusahaan telah merencanakan pelatihan-pelatihan yang bersifat umum (*general training*), fungsional (*functional training*), ataupun sertifikasi.

## Employee Competency Development

In an effort to develop its employees, the Company has planned general training, functional training, or certification.

| Tipe Pelatihan<br>Training Type | Jumlah Pelatihan<br>Number of Training |           |
|---------------------------------|----------------------------------------|-----------|
|                                 | 2019                                   | 2020      |
| General                         | 14                                     | 39        |
| Functional                      | 41                                     | 42        |
| Sertifikasi / Certification     | 3                                      | 1         |
| <b>Total</b>                    | <b>58</b>                              | <b>82</b> |

Secara spesifik di tahun 2020, Perusahaan telah melibatkan lebih banyak karyawan di seluruh lini organisasi atau sebanyak 290,5%, dengan total manhours sebanyak lebih dari 22.716 jam kerja pelatihan.

*Specifically, in 2020, the Company has involved more employees in all lines of the organization or as much as 290.5%, with a total manhours of more than 22,716 of training hours.*

| Tipe Pelatihan 2019<br>2019 Training Type | Jumlah Pelatihan<br>Number of Training | Jumlah Peserta<br>Number of Participants |
|-------------------------------------------|----------------------------------------|------------------------------------------|
| General                                   | 39                                     | 1.885                                    |
| Functional                                | 42                                     | 1.778                                    |
| Sertifikasi Certification                 | 1                                      | 1                                        |
| <b>Total</b>                              | <b>82</b>                              | <b>3.634</b>                             |

Tabel Jumlah Peserta Latihan Tahun 2020  
Table of Number of Training Participants in 2020

## Biaya Pengembangan Kompetensi Karyawan

## Employee Competency Development Costs

Tabel Biaya Pengembangan Kompetensi Karyawan (dalam Rupiah)  
Table of Employee Competency Development Costs (in Rupiah)

| Uraian Description    | 2019          | 2020          |
|-----------------------|---------------|---------------|
| Target                | 8.122.004.000 | 2.313.000.000 |
| Realisasi Realization | 5.905.977.600 | 232.321.000   |



# Pemegang Saham Utama, Entitas Anak, dan Entitas Asosiasi

## Main Shareholders, Subsidiaries, and Associated Entities

### Komposisi Pemegang Saham

Per 31 Desember 2020, seluruh modal DAMRI dimiliki Pemerintah Republik Indonesia berupa kekayaan negara yang dipisahkan dan tidak terbagi atas saham.

Dengan demikian informasi kepemilikan saham yang meliputi 20 pemegang saham terbesar, nama pemegang saham yang memiliki 5% atau lebih, dan kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%, serta kepemilikan saham Direktur dan Dewan Pengawas, baik langsung dan tidak langsung, tidak relevan bagi DAMRI.

### Shareholders Composition

*As of December 31, 2020, all of DAMRI's capital was owned by the Government of the Republic of Indonesia in the form of separated state assets and not divided into shares.*

*Thus, information on share ownership which includes the 20 largest shareholders, names of shareholders who own 5% or more, and groups of public shareholders with share ownership of less than 5% each, as well as direct and indirect share ownership of Directors and Supervisory Board, is irrelevant for DAMRI.*

### Daftar Entitas Anak dan/atau Entitas Asosiasi

Per 31 Desember 2020, DAMRI tidak memiliki anak perusahaan.

### List of Subsidiaries and/or Associated Entities

*As of Desember 31, 2020, DAMRI has no subsidiary.*

#### Struktur Grup Group Structure

Pemerintah Republik  
Indonesia  
Government of  
Republic Indonesia

**100%**

Perum DAMRI

Per 31 Desember 2020, DAMRI tidak memiliki entitas induk, entitas anak, entitas asosiasi, *joint venture*, dan *special purpose vehicle* (SPV). Modal DAMRI 100% dimiliki oleh Pemerintah Republik Indonesia.

*As of December 31, 2020, DAMRI did not have a parent entity, subsidiary, associate, joint venture, and special purpose vehicle (SPV). DAMRI's capital is 100% owned by the Government of the Republic of Indonesia.*

### Kronologi Penerbitan Saham

Kepemilikan Modal DAMRI 100% oleh Pemerintah Republik Indonesia sehingga tidak terdapat informasi terkait kronologi penerbitan saham.

### Chronology of Issuance of Shares

*DAMRI's Capital Ownership is 100% by the Government of the Republic of Indonesia hence no information regarding the chronology of share issuance.*





Tabel Produk dan Jangkauan Pasar  
Product and Market Reach Table

| No. | Segmen Usaha<br><i>Business Segment</i>                                                                                                                  | Segmentasi Pasar<br><i>Market Segmentation</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Angkutan Pemadu Moda/Angkutan Bandara<br><i>Mode Integrated Transport/Airport Transport</i>                                                              | <ul style="list-style-type: none"> <li>• Aktivitas: karyawan yang kerap melakukan perjalanan dinas, karyawan area bandara, orang yang memiliki rumah dan kota tempat kerja terpisah</li> <li>• Tinggal atau berasal dari ibukota provinsi</li> <li>• Tinggal atau berasal daerah penyangga yang terjangkau trayek dari dan menuju bandara</li> <li>• <i>Activities: employees who frequently travel for business, airport area employees, people who have separate homes and cities of work</i></li> <li>• <i>Live or come from the provincial capital</i></li> <li>• <i>Live or come from a buffer area that is covered by routes to and from the airport</i></li> </ul> |
| 2   | Angkutan Dalam Kota<br><i>City Transportation</i>                                                                                                        | <ul style="list-style-type: none"> <li>• Aktivitas: berangkat ke sekolah, berangkat kuliah, bekerja, berdagang</li> <li>• Penduduk di area kota</li> <li>• Penduduk dari luar area kota yang bepergian ke kota dengan multimoda</li> <li>• <i>Activities: going to school, going to college, working, trading</i></li> <li>• <i>Residents in the city area</i></li> <li>• <i>Residents from outside the city area who travel to the city by multimodal</i></li> </ul>                                                                                                                                                                                                     |
| 3   | Angkutan Antar Kota Dalam Provinsi dan Antar Kota Antar Provinsi<br><i>Inter-City Transportation Within Provinces and Inter-Cities Between Provinces</i> | <ul style="list-style-type: none"> <li>• Aktivitas: kuliah, bekerja, berdagang, berkunjung ke sanak saudara, wisata</li> <li>• Penduduk dari luar area kota yang bepergian ke kota dengan multimoda</li> <li>• <i>Activities: study, work, trade, visit relatives, travel</i></li> <li>• <i>Residents from outside the city area who travel to the city with multimodal</i></li> </ul>                                                                                                                                                                                                                                                                                    |

| No. | Segmen Usaha <i>Business Segment</i>                               | Segmentasi Pasar <i>Market Segmentation</i>                                                                                                                                                                                                                                                                                                                                                                          |
|-----|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4   | Angkutan Lintas Batas Negara<br><i>Cross-Border Transportation</i> | <ul style="list-style-type: none"> <li>• Aktivitas: bekerja, berdagang, pulang kampung</li> <li>• Penduduk yang berasal dari luar kota</li> <li>• Penduduk Malaysia</li> <li>• Penduduk Brunei Darussalam</li> <li>• <i>Activities: work, trade, return home</i></li> <li>• <i>Residents from outside the city</i></li> <li>• <i>Malaysian Residents</i></li> <li>• <i>Residents of Brunei Darussalam</i></li> </ul> |
| 5   | Angkutan Perintis<br><i>Pioneer transport</i>                      | <ul style="list-style-type: none"> <li>• Aktivitas: sekolah, bedagang</li> <li>• Penduduk yang berasal dari daerah 3T dan sulit dijangkau</li> <li>• <i>Activities: school, trade</i></li> <li>• <i>Residents from 3T and hard to reach areas</i></li> </ul>                                                                                                                                                         |
| 6   | Angkutan Pariwisata<br><i>Tourism Transportation</i>               | <ul style="list-style-type: none"> <li>• Aktivitas: berwisata, studi</li> <li>• Pelanggan yang berasal dari kota besar/perkotaan</li> <li>• Pelanggan yang berasal dari luar provinsi</li> <li>• Penduduk lokal</li> <li>• <i>Activities: travel, study</i></li> <li>• <i>Customers from big cities/urban</i></li> <li>• <i>Customers from outside the province</i></li> <li>• <i>Local residents</i></li> </ul>     |
| 7   | Angkutan Logistik<br><i>Logistics Transportation</i>               | <ul style="list-style-type: none"> <li>• Aktivitas: melakukan pengiriman barang</li> <li>• Pelanggan yang berada di daerah operasional DAMRI</li> <li>• <i>Activity: delivering goods</i></li> <li>• <i>Customers who are in the DAMRI operational area</i></li> </ul>                                                                                                                                               |



## Nama dan Alamat Lembaga Profesi Penunjang

## Name and Address of Supporting Professional Institutions

| Kantor Akuntan Publik <i>Public Accounting Firm</i> |                                                             |
|-----------------------------------------------------|-------------------------------------------------------------|
| KAP                                                 | Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan |
| Alamat<br><i>Address</i>                            | Jalan H.R. Rasuna Said Kav. 6-7 Kuningan, Jakarta Selatan   |
| Telp/Fax <i>Phone/Fax</i>                           | +62 21 3144003 / +62 21 3144213                             |

## Nama dan Alamat Lembaga Profesi Penunjang

## Name and Address of Supporting Professional Institutions

| Kantor Akuntan Publik <i>Public Accounting Firm</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Email                                               | jkt.office@pkfhadiwinata.com                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Periode Penugasan<br><i>Assignment Period</i>       | Tahun Buku 2020<br><i>Book Year 2020</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Fee                                                 | Rp 396.000.000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Lingkup Penugasan<br><i>Scope of Assignment</i>     | <ol style="list-style-type: none"> <li>1. Melaksanakan prosedur atas Laporan Hasil Evaluasi Kinerja dan Pencapaian KPI (<i>Key Performance Indicator</i>) untuk tahun buku yang berakhir pada tanggal 31 Desember 2020.</li> <li>2. Melaksanakan audit atas Laporan Keuangan tahun buku 2020.</li> <li>3. Melaksanakan audit kepatuhan terhadap peraturan perundang-undangan dan pengendalian internal tahun buku 2020.</li> <li>4. Melaksanakan audit atas Pengendalian Internal tahun buku 2020.</li> <li>5. Melaksanakan audit Laporan Keuangan Program Kemitraan dan Bina Lingkungan (PKBL) untuk tahun buku yang berakhir pada tanggal 31 Desember 2020.</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Public accounting firm Carried out procedures for the Report on the Results of Performance Evaluation and Achievement of KPIs (Key Performance Indicators) for the financial year ended 31 December 2020.</i></li> <li>2. <i>Conducted an audit of the Financial Statements for the 2020 financial year.</i></li> <li>3. <i>Conduct compliance audits with laws and regulations and internal control for the 2020 financial year.</i></li> <li>4. <i>Conducted an audit of Internal Control for the 2020 financial year.</i></li> <li>5. <i>Conducted an audit of the Partnership and Community Development Program (PKBL) Financial Statements for the financial year ended 31 December 2020.</i></li> </ol> |
| Notaris <i>Notary Public</i>                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Notaris <i>Notary Public</i>                        | Cut Dara Puspita, S.H., MKn.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Alamat<br><i>Address</i>                            | Jalan Bukit Cinere Raya No. 179, Cinere, Depok, Jawa Barat                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Fee                                                 | Rp 4.000.000 untuk setiap pembuatan akta<br><i>IDR 4,000,000 for each new deed</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Lingkup Penugasan<br><i>Scope of Assignment</i>     | <p>Menyatakan dalam salinan otentik Keputusan Menteri Negara Badan Usaha Milik Negara Selaku Wakil Pemerintah Sebagai Pemilik Modal DAMRI tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas dan/atau Anggota Direksi DAMRI.</p> <p><i>Stating an authentic copy of the Decree of the State Minister for State-Owned Enterprises as Government Representative as DAMRI Capital Owner concerning the Dismissal and Appointment of Members of the Supervisory Board and/or Members of the Board of Directors of DAMRI.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## Penghargaan dan Sertifikasi *Award and Certification*



**9 Juli  
2020**

*July 9, 2020*

**BUMN Track  
9<sup>th</sup> Anugerah**

**BUMN  
Tahun 2020**

***Special Award For The Best CEO On Leading Change  
(Trunaround)***  
Kategori CEO Terbaik  
*Best CEO Category*



**1 Desember  
2020**

*December 1,  
2020*

**Dewan  
Transportasi  
Kota Jakarta  
(DTKJ)**

**DTKJ Awards  
2020**

**Predikat Silver**  
**Transportasi Berkeadilan untuk Disabilitas**  
Kategori Fasilitas Sarana dan Prasarana Transportasi  
**Silver Predicate**  
***Equitable Transportation for Disabilities***  
***Transportation Facilities and Infrastructure Category***





**14 Desember 2020**

*December 14, 2020*

**Kementerian Perhubungan**  
Wahana Adhigana dan Abdhi Yasa Terbaik  
Tingkat Nasional Tahun 2020

**Ministry of Transportation**  
Best Adhigana and Abdhi Yasa National  
Level Forum for 2020

**Peringkat I First place Wahana Adhigana**  
**Wahana Adhigana**  
Kategori AKAP Non-Ekonomi - Perusahaan Sedang  
AKAP Non-Economy-Medium Company Category



**14 Desember 2020**

*December 14, 2020*

**Kementerian Perhubungan**  
Wahana Adhigana dan Abdhi Yasa Terbaik  
Tingkat Nasional Tahun 2020

**Ministry of Transportation**  
Best Adhigana and Abdhi Yasa National  
Level Forum for 2020

**Peringkat II Second place Abdhiyasa Teladan**  
**Abdhiyasa Teladan**  
Kategori Abdhiyasa Teladan Tingkat Nasional  
Abdhiyasa Teladan National Level Category



**22 Desember 2020**

**Komisi Pemberantasan Korupsi (KPK)**  
LHKPN 2020

**Laporan Harta Kekayaan Penyelenggara (LHKPN)**  
**Terbaik**  
Kategori BUMN dengan jumlah wajib lapor 10-100  
Best Organizer's Wealth Report  
BUMN with the number of obliged to report 10-100  
Category



**20 November**  
**2020**

**TUV Rheinland**  
**Indonesia**

**Sertifikat ISO 45001:2018**  
Masa Berlaku 20 November 2020 – 19 November  
2023  
Validity period November 20, 2020 – November 19,  
2023



## Informasi Situs Perusahaan *Company Site Information*

DAMRI memberikan kemudahan akses informasi secara transparan dan akurat kepada seluruh pemangku kepentingan melalui situs resmi Perusahaan <http://damri.co.id/>

*Website* DAMRI menyediakan informasi penting dan relevan terkait layanan, bisnis, dan keterbukaan informasi DAMRI.

Situs DAMRI juga memuat informasi yang lebih spesifik, yaitu:

### 1. *Home*

Berisi menu tampilan awal website, yakni Informasi Layanan yang berada di sebelah kiri, 7 (tujuh) buah Segmen Usaha milik DAMRI serta Berita Terbaru DAMRI.

### 2. *Profil*

Informasi mengenai Sejarah, Dewan Pengawas, Direksi, Struktur Organisasi, Visi dan Misi, serta Penghargaan yang diperoleh Perusahaan.

### 3. *Galeri*

Menampilkan foto yang berisi kegiatan-kegiatan DAMRI dan publikasi terkini mengenai Perusahaan.

### 4. *Informasi*

Meliputi informasi Lowongan Pekerjaan (*Career*) terbaru DAMRI dan informasi *Good Corporate Governance* (GCG) yang berisi antara lain Pedoman dan Etika Bisnis DAMRI, *Board Manual* 2019, *Code of Good Corporate Governance* 2019, *Whistleblowing System* 2019, SK Pemberlakuan Pedoman Pengungkapan Informasi di Lingkungan, Pedoman DAMRI, SK Pengendalian Gratifikasi di Lingkungan DAMRI, *Good Corporate Governance* DAMRI.

### 5. *Pejabat Pengelola Informasi dan Dokumentasi (PPID)*

PPID berfungsi sebagai pengelola dan penyampai dokumen yang dimiliki oleh badan publik sesuai dengan amanat Undang-Undang Nomor 14 Tahun 2008 tentang Keterbukaan Informasi Publik. Layanan ini merupakan sarana layanan online bagi pemohon informasi publik sebagai salah satu wujud pelaksanaan keterbukaan informasi publik di DAMRI.

*DAMRI provides easy access to information in a transparent and accurate manner to all stakeholders through the Company's official website <http://damri.co.id/>*

*The DAMRI website provides important and relevant information related to DAMRI's services, business, and information disclosure.*

*The DAMRI website also contains more specific information, namely:*

### 1. *Home*

*Contains the initial display menu of the website, namely Service Information on the left, 7 (seven) Business Segments belonging to DAMRI and DAMRI's Latest News.*

### 2. *Profile*

*Information on History, Supervisory Board, Board of Directors, Organizational Structure, Vision and Mission, and Awards obtained by the Company.*

### 3. *Gallery*

*Displaying photos containing DAMRI activities and the latest publications about the Company.*

### 4. *Information*

*Includes the latest DAMRI Job Vacancies (Career) information and Good Corporate Governance (GCG) information which contains, among others, DAMRI Business Ethics and Guidelines, 2019 Board Manual, 2019 Code of Good Corporate Governance 2019, Whistleblowing System 2019, Decree on Enforcement of Information Disclosure Guidelines in the Environment, DAMRI Guidelines, Decree on Gratification Control within DAMRI, Good Corporate Governance DAMRI.*

### 5. *Information Management and Documentation Officer (PPID)*

*PPID functions as a manager and deliverer of documents owned by public bodies in accordance with the mandate of Law Number 14 of 2008 concerning Openness of Public Information. This service is an online service facility for applicants for public information as a form of implementing public information disclosure at DAMRI.*

Menu PPID meliputi Profil; Regulasi ; Informasi Publik secara Berkala, Serta Merta, dan Setiap Saat ; serta Layanan Informasi terkait Alur Mekanisme Pelayanan Informasi Publik hingga Permohonan Informasi Publik yang akan dikirim ke email PPID DAMRI, yakni [ppid@damri.co.id](mailto:ppid@damri.co.id) atau datang langsung ke Kantor Pusat DAMRI di Jalan Matraman Raya No 25, Jakarta Timur.

*PPID menu includes Profile; Regulation; Public Information Periodically, Immediately, and Any Time; and Information Services related to the Mechanism of Public Information Services to Requests for Public Information which will be sent to DAMRI's PPID email, namely [ppid@damri.co.id](mailto:ppid@damri.co.id) or come directly to DAMRI's Head Office at Jalan Matraman Raya No. 25, East Jakarta.*

#### 6. Pengadaan

Merupakan link Portal *Website E-Procurement* DAMRI untuk pengadaan barang/jasa, informasi pengadaan antarunit DAMRI sesuai dengan pedoman pengadaan barang/jasa yang berlaku di DAMRI yang dilakukan secara *online* dengan menggunakan fasilitas aplikasi *E-Procurement*.

#### 6. Procurement

*Is a link to the DAMRI E-Procurement Website Portal for the procurement of goods/services, procurement information between DAMRI units in accordance with the guidelines for the procurement of goods/services applicable at DAMRI which is carried out online using the E-Procurement application facility.*

#### 7. Computer Assisted Test (CAT)

Link untuk menu sebagai salah satu mekanisme rekrutmen pekerja DAMRI.

#### 7. Computer Assisted Test (CAT)

*The link for the menu as one of the DAMRI worker recruitment mechanisms.*

## Transparansi Penyampaian Laporan *Transparency of Reports*



### Pengungkapan Pemenuhan Kewajiban Perpajakan

Sepanjang tahun 2020, DAMRI tidak memiliki kasus yang berkaitan dengan perpajakan. Perusahaan taat dan patuh dalam membayar dan melaporkan pajak sesuai kewajibannya.

### *Disclosure Fulfillment of Tax Obligations*

*Throughout 2020, DAMRI did not have any cases related to taxation. The company is obedient and obedient in paying and reporting taxes according to their obligations*

## Ketidaksesuaian Penyajian Laporan Tahunan dan Laporan Keuangan dengan Peraturan yang Berlaku dan Standar Akuntansi Keuangan (SAK)

Berbagai informasi, analisis, dan pembahasan kinerja pada Laporan Tahunan ini mengacu pada Laporan Keuangan Perusahaan untuk tahun-tahun yang berakhir 31 Desember 2020 dan 31 Desember 2019 yang telah diaudit oleh Kantor Akuntan Publik Paul Hadiwita, Hidajat, Arsono, Retno, Palilingan & Rekan Nomor: 00400/2.1133/AU.1/06/0259-1/1/III/2021 tertanggal 29 Maret 2021 dengan “wajar, dalam semua hal yang material”. Laporan Keuangan konsolidasian disusun dan disajikan sesuai Standar Akuntansi Keuangan (SAK) di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK).

## Pengungkapan Segmen Operasi Pada Laporan Keuangan

Sebagaimana yang tercantum dalam PSAK No. 5 (Penyesuaian 2015) tentang Segmen Operasi dan untuk kepentingan manajemen, Perusahaan telah menyajikannya menurut pengelompokan (segmen) jenis usaha dan berdasarkan geografis sebagai bentuk pelaporan segmen operasi, seperti yang telah disampaikan dalam Laporan Keuangan Audit tahun buku 2020.

## Kesesuaian Buku Laporan Tahunan dan Laporan Tahunan Digital

Laporan Tahunan DAMRI baik yang disampaikan kepada pemegang saham maupun yang telah diunggah pada situs web resmi Perusahaan telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh Perusahaan.

## Incompatibility of The Presentation of Annual Reports and Financial Statements with Applicable Regulations And Financial Accounting Standards (SAK)

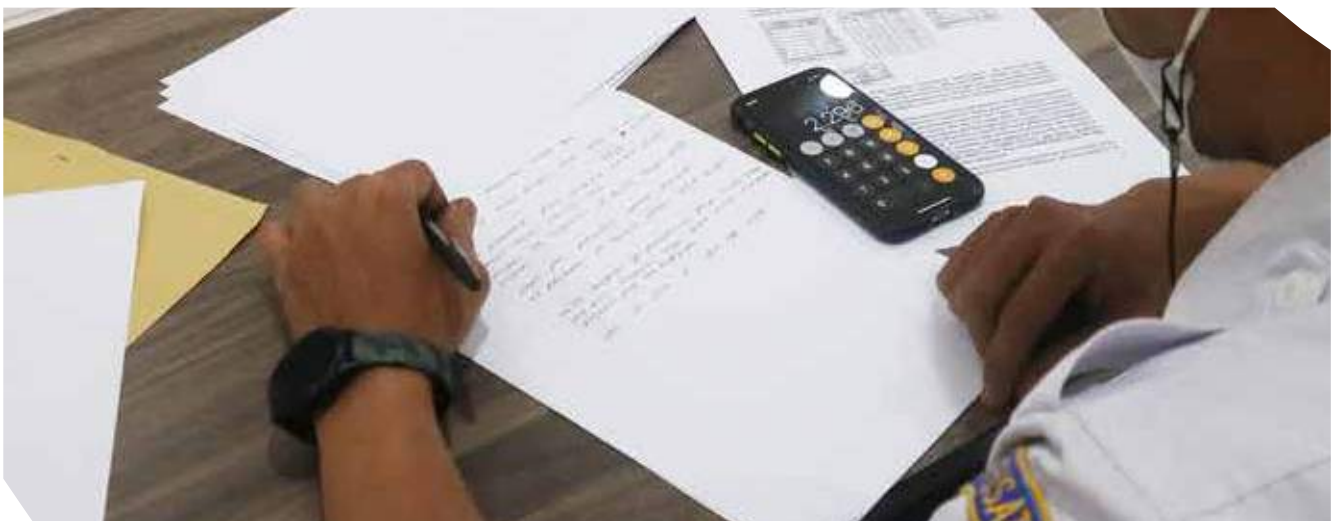
Various information, analysis, and discussion of performance in this Annual Report refer to the Company's Financial Statements for the years ended December 31, 2020 and December 31, 2019 which have been audited by the Public Accounting Firm of Paul Hadiwita, Hidajat, Arsono, Retno, Palilingan & Partners Number: 00400/2.1133/AU.1/06/0259-1/1/III/2021 dated March 29, 2021 with “reasonable, in all material respects”. The consolidated financial statements are prepared and presented in accordance with Indonesian Financial Accounting Standards (SAK), namely the Statement of Financial Accounting Standards (PSAK).

## Disclosure of Operating Segments In Financial Statements

As stated in PSAK No. 5 (2015 Adjustment) regarding Operating Segments and for the benefit of management, the Company has presented them according to business type (segment) and based on geography as a form of operating segment reporting, submitted in the 2020 Audited Financial Statements.

## Compatibility of Annual Report Book and Digital Annual Report

The DAMRI Annual Report, both submitted to shareholders and uploaded on the Company's official website, is in accordance with the Annual Report book printed and published by the Company.









**ANALISIS DAN  
PEMBAHASAN  
MANAJEMEN ATAS  
KINERJA  
PERUSAHAAN**

***MANAGEMENT DISCUSSION  
AND ANALYSIS OF  
COMPANY PERFORMANCE***





# Tinjauan Perekonomian

## Economic Review

### Analisis Perekonomian dan Industri Transportasi

Kondisi Global yang kurang kondusif menyebabkan penurunan pertumbuhan ekonomi secara global. Adanya pandemi virus corona (Covid-19) berdampak besar terhadap perkembangan ekonomi di dunia maupun di Indonesia. Meningkatnya kasus Covid-19 pada kuartal kedua tahun 2020 menyebabkan meningkatnya kontraksi perekonomian secara global. Sisi positifnya, penyebaran virus Covid-19 semakin terkontrol yang ditunjukkan oleh peningkatan kasus harian yang kian melambat. Hingga kuartal keempat, pertumbuhan ekonomi menunjukkan proses perbaikan. Pada tahun 2020, pertumbuhan ekonomi Indonesia terkontraksi 2,07%.

Pada industri transportasi sendiri, laju pertumbuhan sektor transportasi mengalami kontraksi paling dalam dengan -15,04% sepanjang tahun 2020. Penurunan tajam sepanjang tahun 2020 tersebut dipengaruhi oleh penurunan aktivitas masyarakat untuk berpergian selama masa pandemi Covid-19.

### Tinjauan Operasional

Berdasarkan jumlah perjalanan orang yang melakukan perjalanan dengan menggunakan transportasi darat baik itu dengan menggunakan kendaraan pribadi maupun dengan angkutan umum (bus, taxi, dan lain-lain), dapat diketahui data populasi orang yang melakukan perjalanan dengan menggunakan angkutan umum berdasarkan asal tujuan orang melakukan perjalanan dibandingkan data realisasi orang yang melakukan perjalanan dengan menggunakan bus DAMRI.

Maka dari itu, klasifikasi orang yang melakukan perjalanan orang dikelompokkan sesuai dengan segmen angkutan yang dimiliki DAMRI sebagai berikut:

1. Segmen Antar Kota.
2. Segmen Angkutan Perkotaan.
3. Segmen Angkutan Bandara.
4. Segmen Pariwisata.
5. Segmen Perintis.
6. Segmen Angkutan Barang (Logistik).
7. Segmen Angkutan Lintas Batas Negara (ALBN).

### Analysis of The Economy and Transportation Industry

*Unfavorable global conditions have led to a decline in global economic growth. The existence of the corona virus pandemic (Covid-19) has a major impact on economic developments in the world and in Indonesia. The increase in Covid-19 cases in the second quarter of 2020 led to an increase in global economic contraction. On the positive side, the spread of the Covid-19 virus is increasingly controlled, as indicated by the number in daily cases which is slowing down. Until the fourth quarter, economic growth showed an improvement process. In 2020, Indonesia's economic growth contracted by 2.07%.*

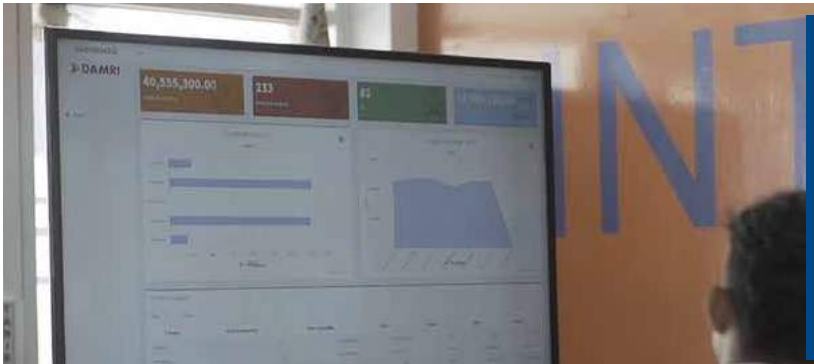
*In the transportation industry itself, the growth rate of the transportation sector experienced the deepest contraction with a sharp -15.04% throughout 2020. The decline was influenced by a decrease in people's activities to travel during the Covid-19 pandemic.*

### Operational Review

*Based on the number of trips of people who travel by using land transportation, either by using private vehicles or by public transportation (buses, taxis, etc.), the population data of people who travel using public transportation is based on the origin of the destination of people traveling compared to the realization data of people who travel by using the DAMRI bus.*

*Therefore, the classification of people traveling by people is grouped according to the transportation segment owned by DAMRI as follows:*

1. *Inter-City Segment.*
2. *Urban Transport Segment.*
3. *Airport Transportation Segment.*
4. *Tourism Segment.*
5. *Pioneering Segment.*
6. *Segment of Freight (Logistics).*
7. *Segment of Cross-Border Transportation (ALBN).*



# Strategi Perusahaan *Corporate Strategy*

## Aspek Pemasaran

### Strategi Pemasaran

Hingga tahun 2020, DAMRI sudah menerapkan beberapa strategi pemasaran digital, diantaranya media sosial, situs web penjualan tiket, dan aplikasi penjualan tiket DAMRI Apps.

#### 1. Media Sosial

Media sosial yang aktif digunakan saat ini oleh DAMRI adalah Instagram, Facebook, Twitter, dan Youtube dengan nama akun @damriindonesia. Media sosial dimanfaatkan Perusahaan untuk kepentingan pemasaran, pelayanan, dan humas (*public relation*).

Kepentingan pemasaran melalui sosial media adalah untuk melakukan promosi layanan-layanan DAMRI, diskon tiket, promosi diskon dari mitra-mitra yang bekerja sama dengan DAMRI, dan informasi lainnya yang bermanfaat terkait layanan yang diberikan oleh DAMRI kepada masyarakat Indonesia.

Kepentingan media sosial sebagai sarana pelayanan adalah media informasi seperti jadwal, tarif, waktu beroperasi, dan sebagai sarana penampung saran/keluhan pelanggan.

Adapun fungsi Humas pada media sosial DAMRI adalah sebagai pemberi informasi terkini seperti pembukaan trayek baru, penetapan/penghargaan yang berhasil diraih perusahaan, *event* kementerian, ucapan selamat untuk BUMN dan instansi pemerintah dalam kesempatan khusus (HUT/Pelantikan Pejabat Tinggi/Duka Cita), ucapan hari besar nasional dan agama, serta media kampanye mengenai pencegahan Covid-19 sesuai anjuran pemerintah seperti mencuci tangan, memakai masker, menjaga jarak (3M) dan himbauan Vaksin Covid-19.

#### 2. Situs Web DAMRI

DAMRI memiliki dua situs web yaitu situs utama perusahaan ([damri.co.id](http://damri.co.id)) dan situs web penjualan tiket ([tiket.damri.co.id](http://tiket.damri.co.id)) dengan masing-masing fungsi yang berbeda.

## Marketing Aspect

### Marketing Strategy

Until 2020, DAMRI has implemented several digital marketing strategies, including social media, ticket sales websites, and the DAMRI Apps ticket sales application.

#### 1. Social Media

The social media currently actively used by DAMRI are Instagram, Facebook, Twitter, and Youtube with the account name @damriindonesia. Social media is used by the Company for marketing, service and public relations purposes.

The importance of marketing through social media is to promote DAMRI services, ticket discounts, discount promotions from partners who work with DAMRI, and other useful information related to the services provided by DAMRI to the Indonesian people.

The importance of social media as a service facility to provide information such as schedules, tariffs, operating hours, and as a means of collecting customer suggestions/complaints.

The function of Public Relations on DAMRI social media is to provide the latest information such as the opening of new routes, achievements/awards achieved by the company, ministry events, congratulations to BUMN and government agencies on special occasions (HUT/Inauguration of High Officials/Condolences), commemorations of national and religious holidays, as well as media campaigns regarding the prevention of Covid-19 in accordance with government recommendations such as washing hands, wearing masks, maintaining distance (3M) and the appeal for Covid-19 vaccines.

#### 2. DAMRI Website

DAMRI has two websites, namely the company's main website ([damri.co.id](http://damri.co.id)) and a ticket sales website ([tiket.damri.co.id](http://tiket.damri.co.id)) with its respective function.



**3. DAMRI Apps**

DAMRI Apps merupakan aplikasi milik DAMRI yang memiliki fungsi utama sebagai tempat pemesanan dan pembelian tiket secara daring tanpa melalui pihak ketiga. DAMRI Apps diluncurkan resmi pada tahun 2019 dan dapat diunggah melalui *Google Play Store*. Hingga tahun 2020, DAMRI Apps baru tersedia untuk gawai berbasis *system* operasi Android.

**4. Online Travel Agent (OTA)**

Keberadaan OTA dapat menjadi salah satu pemasaran digital yang efektif. Bekerjasama dengan OTA besar akan menguntungkan bagi perusahaan karena memiliki basis pengguna sendiri. Infrastruktur informasi teknologi yang baik, dan tidak memerlukan biaya pemeliharaan yang membani perusahaan. Hingga saat ini, DAMRI telah bekerjasama dengan Traveloka dan RedBus.

**3. DAMRI Apps**

*DAMRI Apps is an application owned by DAMRI which has the main function as a place to order and purchase tickets online without going through a third party. DAMRI Apps was officially launched in 2019 and can be uploaded via the Google Play Store. Until 2020, DAMRI Apps are only available for devices based on the Android operating system.*

**4. Online Travel Agent (OTA)**

*The existence of OTA can be one of the effective digital marketing. Collaborating with a large OTA will be beneficial for the company as it has its own user base. Good information technology infrastructure, and does not require maintenance costs that burden the company. Currently, DAMRI has collaborated with Traveloka and RedBus.*

**Pangsa Pasar****Market Share**

| No. | Segmen Usaha <i>Business Segment</i>                                                   | Pangsa Pasar <i>Market Share</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Angkutan Pemadu Moda/Angkutan Bandara<br><i>Modified Transport / Airport Transport</i> | <p><b>Demografi:</b></p> <ul style="list-style-type: none"> <li>a. Usia: 12 – 60 tahun</li> <li>b. Gender: Pria dan Wanita</li> <li>c. Pekerjaan: Pelajar/Mahasiswa, Karyawan</li> <li>d. Pendapatan: <i>middle income, price insensitive</i></li> </ul> <p><b>Psikografi:</b></p> <ul style="list-style-type: none"> <li>a. Aktivitas: karyawan yang kerap melakukan perjalanan dinas, karyawan area bandara, orang yang memiliki rumah dan kota tempat kerja terpisah</li> <li>b. Tingkah laku: familiar dengan internet dan gawai, berangkat menyesuaikan jadwal penerbangan</li> <li>c. <i>Values</i>: Kenyamanan, ketepatan waktu, fasilitas armada</li> </ul> <p><b>Geografi:</b></p> <ul style="list-style-type: none"> <li>a. Tinggal atau berasal dari Ibu kota provinsi</li> <li>b. Tinggal atau berasal dari daerah penyangga yang terjangkau trayek dari dan menuju bandara</li> </ul> <p><b>Demographics:</b></p> <ul style="list-style-type: none"> <li>a. Age: 12 – 60 years old</li> <li>b. Gender: Male and Female</li> <li>c. Occupation: Student/Student, Employee</li> <li>d. Income: middle income, price insensitive</li> </ul> <p><b>Psychographics:</b></p> <ul style="list-style-type: none"> <li>a. <i>ctivities</i>: employees who frequently travel for business, airport area employees, people who have separate homes and cities of work</li> <li>b. Behaviour: familiar with the internet and devices, go according to flight schedule</li> <li>c. <i>Values</i>: Convenience, punctuality, fleet facilities</li> </ul> <p><b>Geography:</b></p> <ul style="list-style-type: none"> <li>a. Live or come from the provincial capital</li> <li>b. Live or come from a buffer area that is covered by routes to and from the airport</li> </ul> |

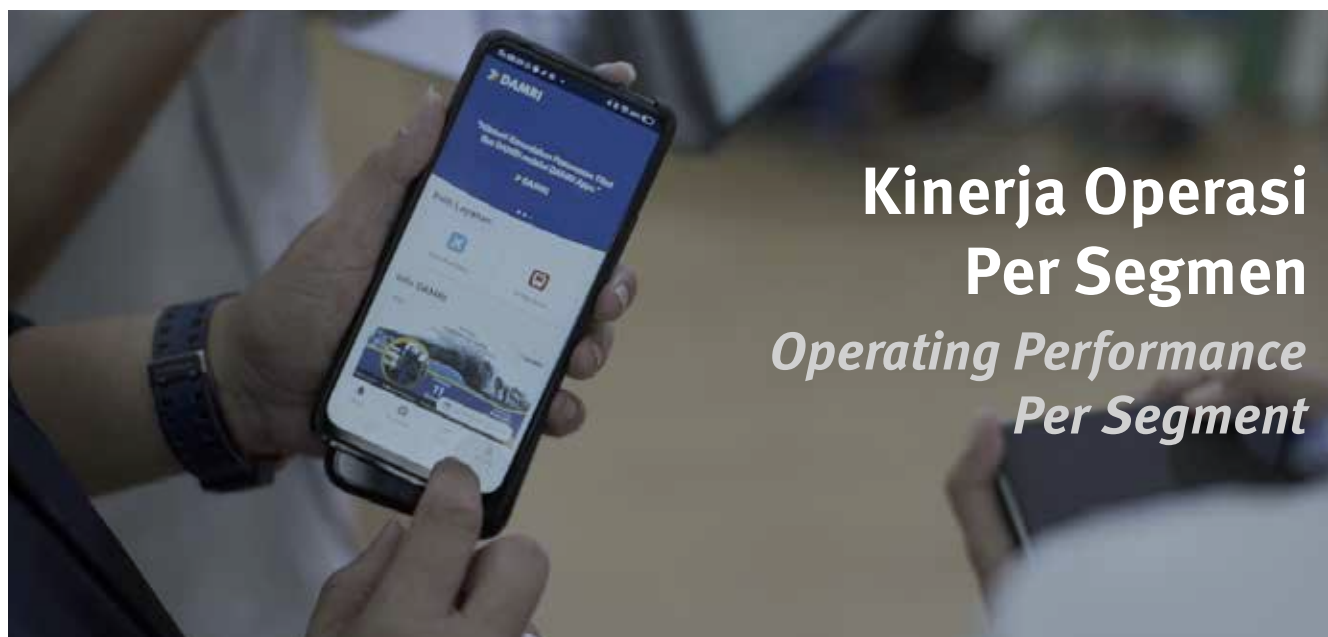
| No. | Segmen Usaha <i>Business Segment</i>                                                                                                                       | Pangsa Pasar <i>Market Share</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2   | Angkutan Dalam Kota<br><i>City Transportation</i>                                                                                                          | <p><b>Demografi:</b></p> <ul style="list-style-type: none"> <li>a. Usia: 12 – 70 tahun</li> <li>b. Gender: Pria dan Wanita</li> <li>c. Pekerjaan: Pelajar/Mahasiswa, Karyawan, Pedagang</li> <li>d. Pendapatan: <i>low-high income, price insensitive</i></li> </ul> <p><b>Psikografi:</b></p> <ul style="list-style-type: none"> <li>a. Aktivitas: berangkat ke sekolah, berangkat kuliah, bekerja, berdagang</li> <li>b. Tingkah laku: Padat di pagi hari ketika jam berangkat kantor dan pulang pada sore hari ketika jam pulang kantor (<i>rush hours</i>)</li> <li>c. <i>Values</i>: Kecepatan, keamanan, ketepatan waktu, harga terjangkau</li> </ul> <p><b>Geografi:</b></p> <ul style="list-style-type: none"> <li>a. Penduduk di area kota</li> <li>b. Penduduk dari luar area kota yang bepergian ke kota dengan multimoda</li> </ul> <p><b>Demographics:</b></p> <ul style="list-style-type: none"> <li>a. <i>Age</i>: 12 – 70 years old</li> <li>b. <i>Gender</i>: Male and Female</li> <li>c. <i>Occupation</i>: Student/Student, Employee, Trader</li> <li>d. <i>Income</i>: low-high income, price insensitive</li> </ul> <p><b>Psychographics:</b></p> <ul style="list-style-type: none"> <li>a. <i>Activities</i>: go to school, go to college, work, trade</li> <li>b. <i>Behavior</i>: Busy in the morning when leaving the office and returning in the afternoon when going home from work (<i>rush hours</i>)</li> <li>c. <i>Values</i>: Speed, security, punctuality, affordable price</li> </ul> <p><b>Geography:</b></p> <ul style="list-style-type: none"> <li>a. Residents in the city area</li> <li>b. Residents from outside the city area who travel to the city with multimodal</li> </ul> |
| 3   | Angkutan Antar Kota Dalam Provinsi dan Antar Kota Antar Provinsi<br><i>Inter-City Transportation Within Provinces and Between Cities Between Provinces</i> | <p><b>Demografi:</b></p> <ul style="list-style-type: none"> <li>a. Usia: 12 – 70 tahun</li> <li>b. Gender: Pria dan Wanita</li> <li>c. Pekerjaan: Pelajar/Mahasiswa, Karyawan, Pedagang</li> <li>d. Pendapatan: <i>low income, price insensitive</i></li> </ul> <p><b>Psikografi:</b></p> <ul style="list-style-type: none"> <li>a. Aktivitas: kuliah, bekerja, berdagang, berkunjung ke sanak saudara, wisata</li> <li>b. Tingkah laku: Karyawan PJK (Pulang Jum'at Kembali Ahad), familiar dengan teknologi dan internet, Bepergian ketika ada libur panjang</li> <li>c. <i>Values</i>: Kenyamanan, kecepatan</li> </ul> <p><b>Geografi:</b></p> <ul style="list-style-type: none"> <li>a. Penduduk dari luar area kota yang bepergian ke kota dengan multimoda</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| No. | Segmen Usaha <i>Business Segment</i>                               | Pangsa Pasar <i>Market Share</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                    | <p><b>Demographics:</b></p> <ul style="list-style-type: none"> <li>a. Age: 12 – 70 years old</li> <li>b. Gender: Male and Female</li> <li>c. Occupation: Student/Student, Employee, Trader</li> <li>d. Income: low income, price insensitive</li> </ul> <p><b>Psychographics:</b></p> <ul style="list-style-type: none"> <li>a. Activities: study, work, trade, visit relatives, travel</li> <li>b. Behavior: PJKA employees (Going home Friday and Sunday), familiar with technology and the internet, Traveling when there is a long holiday</li> <li>c. Values: Convenience, speed</li> </ul> <p><b>Geography:</b></p> <ul style="list-style-type: none"> <li>a. Residents from outside the city area who travel to the city with multimodal</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4   | Angkutan Lintas Batas Negara<br><i>Cross-Border Transportation</i> | <p><b>Demografi:</b></p> <ul style="list-style-type: none"> <li>a. Usia: 12 – 60 tahun</li> <li>b. Gender: Pria dan Wanita</li> <li>c. Pekerjaan: Tenaga Kerja Indonesia (TKI), Pedagang</li> <li>d. Etnis: Cina</li> <li>e. Pendapatan: <i>middle income, price insensitive</i></li> </ul> <p><b>Psikografi:</b></p> <ul style="list-style-type: none"> <li>a. Aktivitas: bekerja, berdagang, pulang kampung</li> <li>b. Tingkah laku: Berpergian ketika ada event-event khusus seperti Imlek</li> <li>c. <i>Values:</i> Kenyamanan, keamanan, fasilitas armada, usia armada</li> </ul> <p><b>Geografi:</b></p> <ul style="list-style-type: none"> <li>a. Penduduk yang berasal dari luar kota</li> <li>b. Penduduk Malaysia</li> <li>c. Penduduk Brunei Darussalam</li> </ul> <p><b>Demographics:</b></p> <ul style="list-style-type: none"> <li>a. Age: 12 – 60 years old</li> <li>b. Gender: Male and Female</li> <li>c. Occupation: Indonesian Migrant Workers (TKI), Traders</li> <li>d. Ethnicity: Chinese</li> <li>e. Income: <i>minddle income, price insensitive</i></li> </ul> <p><b>Psychographics:</b></p> <ul style="list-style-type: none"> <li>a. Activities: work, trade, go home</li> <li>b. Behavior: Traveling when there are special events such as Chinese New Year</li> <li>c. <i>Values:</i> Convenience, security, fleet facilities, fleet age</li> </ul> <p><b>Geography:</b></p> <ul style="list-style-type: none"> <li>a. Residents who come from outside the city</li> <li>b. Malaysian residents</li> <li>c. Residents of Brunei Darussalam</li> </ul> |

| No. | Segmen Usaha<br><i>Business Segment</i>         | Pangsa Pasar<br><i>Market Share</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5   | Angkutan Perintis<br><i>Pioneer Transport</i>   | <p><b>Demografi:</b></p> <ul style="list-style-type: none"> <li>a. Usia: 18 – 60 tahun</li> <li>b. Gender: Pria dan Wanita</li> <li>c. Pekerjaan: Pelajar/Mahasiswa, Pedagang</li> <li>d. Pendapatan: <i>low-income, highly price sensitive</i></li> </ul> <p><b>Psikografi:</b></p> <ul style="list-style-type: none"> <li>a. Aktivitas: sekolah, berdagang</li> <li>b. <i>Values</i>: Ekonomis/harga sangat terjangkau, andalan mobilitas dari desa ke kota terdekat/ibu kota daerah karena satu-satunya angkutan umum yang beroperasi</li> </ul> <p><b>Geografi:</b></p> <ul style="list-style-type: none"> <li>a. Penduduk yang berasal dari daerah 3T dan sulit dijangkau</li> </ul> <p><b>Demographics:</b></p> <ul style="list-style-type: none"> <li>a. <i>Age</i>: 18 – 60 years old</li> <li>b. <i>Gender</i>: Male and Female</li> <li>c. <i>Occupation</i>: Student, Trader</li> <li>d. <i>Income</i>: low-income, highly price sensitive</li> </ul> <p><b>Psychographics:</b></p> <ul style="list-style-type: none"> <li>a. <i>Activities</i>: School, trade</li> <li>b. <i>Values</i>: Economical/very affordable price, mainstay of mobility from the village to the nearest city/regional capital city because it is the only public transportation that operates</li> </ul> <p><b>Geography:</b></p> <ul style="list-style-type: none"> <li>a. Residents who come from 3T areas and are difficult to reach</li> </ul> |
| 6   | Angkutan Pariwisata<br><i>Tourism Transport</i> | <p><b>Demografi:</b></p> <ul style="list-style-type: none"> <li>a. Usia: 18 – 60 tahun</li> <li>b. Gender: Pria dan Wanita</li> <li>c. Pekerjaan: Mahasiswa, Karyawan, <i>Social Media Influencer, Travel Blogger</i></li> <li>d. Pendapatan: <i>middle-high income, price insensitive</i></li> <li>e. Pendidikan: SMA-S3</li> </ul> <p><b>Psikografi:</b></p> <ul style="list-style-type: none"> <li>a. Aktivitas: berwisata, studi<br/>Gaya hidup: memiliki hobi <i>traveling</i></li> <li>b. Tingkah laku: <i>well informed, solo travel, group travel</i>, familiar dengan teknologi dan internet, berwisata ketika ada libur panjang</li> <li>c. <i>Values</i>: Keamanan, kepastian rute, jam layanan, tarif, dan fasilitas armada</li> </ul> <p><b>Geografi:</b></p> <ul style="list-style-type: none"> <li>a. Pelanggan yang berasal dari kota besar/perkotaan</li> <li>b. Pelanggan yang berasal dari luar provinsi</li> <li>c. Penduduk lokal</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



| No. | Segmen Usaha <i>Business Segment</i>            | Pangsa Pasar <i>Market Share</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                 | <p><b>Demographics:</b></p> <ul style="list-style-type: none"> <li>a. Age: 18 – 60 years old</li> <li>b. Gender: Male and Female</li> <li>c. Occupation: Student, Employee, Social Media Influencer, Travel Blogger</li> <li>d. Income: middle-high income, price incentives</li> <li>e. Education: SMA-S3</li> </ul> <p><b>Psychographics:</b></p> <ul style="list-style-type: none"> <li>a. Activities: travel, study<br/>Lifestyle: has a hobby of traveling</li> <li>b. Behavior: well informed, solo travel, group travel, familiar with technology and the internet, traveling when there is a long holiday</li> <li>c. Values: Security, route certainty, service hours, fares, and fleet facilities</li> </ul> <p><b>Geography:</b></p> <ul style="list-style-type: none"> <li>a. Customers who come from big cities / urban areas</li> <li>b. Customers who come from outside the province</li> <li>c. Local residents</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 7   | Angkutan Logistik<br><i>Logistics Transport</i> | <p><b>Demografi:</b></p> <ul style="list-style-type: none"> <li>a. Usia: 18 – 60 tahun</li> <li>b. Gender: Pria dan Wanita</li> <li>c. Pekerjaan: Pedagang/Pengusaha</li> <li>d. Pendapatan: low-high income, price sensitive</li> </ul> <p><b>Psikografi:</b></p> <ul style="list-style-type: none"> <li>a. Aktivitas: melakukan pengiriman barang</li> <li>b. Tingkah laku: kirimkan paket dalam partai sedang-besar dalam dengan frekuensi tinggi, mengirim barang ke daerah yang memiliki trayek DAMRI</li> <li>c. Values: Kecepatan, kondisi barang ketika sampai tujuan, keamanan barang kiriman</li> </ul> <p><b>Geografi:</b></p> <ul style="list-style-type: none"> <li>a. Pelanggan yang berada di daerah operasional DAMRI</li> </ul> <p><b>Demographics:</b></p> <ul style="list-style-type: none"> <li>a. Age: 18 – 60 years old</li> <li>b. Gender: Male and Female</li> <li>c. Occupation: Trader/Entrepreneur</li> <li>d. Income: low-high income, price sensitive</li> </ul> <p><b>Psychographics:</b></p> <ul style="list-style-type: none"> <li>a. Activity: delivery of goods</li> <li>b. Behavior: sending packages in medium-large parties with high frequency, sending goods to areas that have DAMRI routes</li> <li>c. Values: Speed, condition of goods when they arrive at their destination, security of shipments</li> </ul> <p><b>Geography:</b></p> <ul style="list-style-type: none"> <li>a. Customers who are in the DAMRI operational area</li> </ul> |



## Kinerja Operasi Per Segmen

### Operating Performance Per Segment

Segmen usaha utama perusahaan meliputi sebagai berikut:

1. Angkutan Bandara
2. Angkutan Antar Kota
3. Angkutan Perkotaan
4. Angkutan Lintas Batas Negara
5. Angkutan Perintis
6. Angkutan Paket/Barang
7. Angkutan Travel/Pariwisata

Penjelasan tiap-tiap segmen usaha telah disampaikan pada sub bagian Produk atau Jasa (Kegiatan Usaha) pada bagian Profil dalam Laporan Tahunan ini.

The company's main business segments include the following:

1. Airport Transport
2. Inter-City Transportation
3. Urban Transport
4. Cross-Border Transportation
5. Pioneer Transport
6. Package/Goods Transport
7. Travel/Tourism Transportation

The explanation of each business segment has been submitted in the Products or Services (Business Activities) subsection in the Profile section of this Annual Report.

## Produktivitas Segmen

## Segment Productivity

Tabel Produktivitas Segmen  
Segment Productivity Table

| Tinjauan Produksi Per Segmen Usaha<br><i>Production Review Per Business Segment</i> |                                              |                                                                                     | Realisasi<br><i>Realization</i> |           |                              |                        |
|-------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------|-----------|------------------------------|------------------------|
| No.                                                                                 | Segmen <i>Segment</i>                        | Uraian <i>Description</i>                                                           | 2020                            | 2019      | Persentase <i>Percentage</i> | Nominal <i>Nominal</i> |
| 1                                                                                   | Angkutan Bandara<br><i>Airport Transport</i> | Hari Jalan<br><i>Road Day</i>                                                       | 78.044                          | 162.156   | 48%                          | -84.111                |
|                                                                                     |                                              | Trip<br><i>Trip</i>                                                                 | 388.919                         | 954.926   | 41%                          | -566.007               |
|                                                                                     |                                              | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                       | 23.768                          | 53.391    | 45%                          | -29.623                |
|                                                                                     |                                              | Total Pelanggan (ribu pnp-orang)*<br><i>Total Customer (thousand cust.-person)*</i> | 3.216.267                       | 9.450.545 | 34%                          | -6.234.278             |

| Tinjauan Produksi Per Segmen Usaha<br><i>Production Review Per Business Segment</i> |                                                                    |                                                                                     | Realisasi<br><i>Realization</i> |            |                                 |                           |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------|------------|---------------------------------|---------------------------|
| No.                                                                                 | Segmen<br><i>Segment</i>                                           | Uraian<br><i>Description</i>                                                        | 2020                            | 2019       | Persentase<br><i>Percentage</i> | Nominal<br><i>Nominal</i> |
| 2                                                                                   | Angkutan Antar Kota<br><i>Intercity Transport</i>                  | Hari Jalan<br><i>Road Day</i>                                                       | 84.207                          | 139.046    | 61%                             | -54.839                   |
|                                                                                     |                                                                    | Trip<br><i>Trip</i>                                                                 | 652.194                         | 930.162    | 70%                             | -277.968                  |
|                                                                                     |                                                                    | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                       | 15.491                          | 26.792     | 58%                             | -11.301                   |
|                                                                                     |                                                                    | Total Pelanggan (ribu pnp-orang)*<br><i>Total customer (thousand cust.-person)*</i> | 22.832.120                      | 35.703.309 | 64%                             | -12.871.189               |
|                                                                                     |                                                                    | Total Pelanggan (ribu pnp-km)**<br><i>Total customer (thousand cust.-km)**</i>      |                                 |            |                                 |                           |
| 3                                                                                   | Angkutan Perkotaan<br><i>Urban Transport</i>                       | Hari Jalan<br><i>Road Day</i>                                                       | 73.692                          | 128.830    | 57%                             | -55.138                   |
|                                                                                     |                                                                    | Trip<br><i>Trip</i>                                                                 | 145.788                         | 174.285    | 84%                             | -28.497                   |
|                                                                                     |                                                                    | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                       | 23.914                          | 41.789     | 57%                             | -17.875                   |
|                                                                                     |                                                                    | Total Pelanggan (ribu pnp-orang)*<br><i>Total customer (thousand cust.-person)*</i> | 1.950.578                       | 3.663.635  | 53%                             | -1.713.057                |
|                                                                                     |                                                                    | Total Pelanggan (ribu pnp-km)**<br><i>Total customer (thousand cust.-km)**</i>      |                                 |            |                                 |                           |
| 4                                                                                   | Angkutan Lintas Batas Negara<br><i>Cross-Border Transportation</i> | Hari Jalan<br><i>Road Day</i>                                                       | 1.787                           | 3.668      | 49%                             | -1.881                    |
|                                                                                     |                                                                    | Trip<br><i>Trip</i>                                                                 | 1.568                           | 3.648      | 43%                             | -2.080                    |
|                                                                                     |                                                                    | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                       | 789                             | 1.886      | 42%                             | -1.097                    |
|                                                                                     |                                                                    | Total Pelanggan (ribu pnp-orang)*<br><i>Total customer (thousand cust.-person)*</i> | 34.268                          | 72.808     | 47%                             | -38.540                   |
|                                                                                     |                                                                    | Total Pelanggan (ribu pnp-km)**<br><i>Total customer (thousand cust.-km)**</i>      |                                 |            |                                 |                           |

| Tinjauan Produksi Per Segmen Usaha<br><i>Production Review Per Business Segment</i> |                                                               |                                                                                     | Realisasi<br><i>Realization</i> |           |                                 |                           |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------|-----------|---------------------------------|---------------------------|
| No.                                                                                 | Segmen<br><i>Segment</i>                                      | Uraian<br><i>Description</i>                                                        | 2020                            | 2019      | Persentase<br><i>Percentage</i> | Nominal<br><i>Nominal</i> |
| 5                                                                                   | Angkutan Perintis<br><i>Pioneer Transport</i>                 | Hari Jalan<br><i>Road Day</i>                                                       | 135.298                         | 144.246   | 94%                             | -8.498                    |
|                                                                                     |                                                               | Trip<br><i>Trip</i>                                                                 | 319.665                         | 331.256   | 97%                             | -11.591                   |
|                                                                                     |                                                               | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                       | 24.029                          | 26.086    | 92%                             | -2.058                    |
|                                                                                     |                                                               | Total Pelanggan (ribu pnp-orang)*<br><i>Total Customer (thousand cust.-person)*</i> | 1.359.076                       | 2.187.931 | 62%                             | -828.855                  |
|                                                                                     |                                                               | Total Pelanggan (ribu pnp-km)**<br><i>Total Customer (thousand cust.-km)**</i>      |                                 |           |                                 |                           |
| 6                                                                                   | Angkutan Paket/Barang<br><i>Package/Goods Transport</i>       | Hari Jalan<br><i>Road Day</i>                                                       | 18.350                          | 17.126    | 107%                            | 1.224                     |
|                                                                                     |                                                               | Trip<br><i>Trip</i>                                                                 | 13.205                          | 12.877    | 103%                            | 328                       |
|                                                                                     |                                                               | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                       | 4.525                           | 4.622     | 98%                             | -98                       |
|                                                                                     |                                                               | Total Tonase (ribu ton)<br><i>Total Tonnage (thousand tons)</i>                     | 45.397                          | 35.355    | 128%                            | 10.042                    |
|                                                                                     |                                                               | Total Tonase (ribu ton-km)<br><i>Total Tonnage (thousand tons-km)</i>               |                                 |           |                                 |                           |
| 7                                                                                   | Angkutan Travel/Pariwisata<br><i>Travel/Tourism Transport</i> | Hari Jalan<br><i>Road Day</i>                                                       | 33.845                          | 5.400     | 627%                            | 28.445                    |
|                                                                                     |                                                               | Trip<br><i>Trip</i>                                                                 | 139.501                         | 45.882    | 304%                            | 93.619                    |
|                                                                                     |                                                               | Total Perjalanan (ribu km)<br><i>Total Trip (thousand km)</i>                       | 7.620                           | 1.347     | 566%                            | 6.273                     |
|                                                                                     |                                                               | Total Pelanggan (ribu pnp-orang)*<br><i>Total Customer (thousand cust.-person)*</i> | 255.838                         | 570.164   | 45%                             | -314.326                  |



| Tinjauan Produksi Per Segmen Usaha<br><i>Production Review Per Business Segment</i> |                          |                                                                                | Realisasi<br><i>Realization</i> |      |                                 |                           |
|-------------------------------------------------------------------------------------|--------------------------|--------------------------------------------------------------------------------|---------------------------------|------|---------------------------------|---------------------------|
|                                                                                     | Segmen<br><i>Segment</i> | Uraian<br><i>Description</i>                                                   | 2020                            | 2019 | Persentase<br><i>Percentage</i> | Nominal<br><i>Nominal</i> |
|                                                                                     |                          | Total Pelanggan (ribu pnp-km)**<br><i>Total Customer (thousand cust.-km)**</i> |                                 |      |                                 |                           |

Tabel Pendapatan dan Profitabilitas Segmen  
*Segment Revenue and Profitability Table*

| No. | Segmen<br><i>Segment</i>                                           | Pendapatan<br><i>Income</i> |             | Profit<br><i>Profit</i> |            | Pertumbuhan<br><i>Growth</i> |                         |
|-----|--------------------------------------------------------------------|-----------------------------|-------------|-------------------------|------------|------------------------------|-------------------------|
|     |                                                                    | 2020                        | 2019        | 2020                    | 2019       | Pendapatan<br><i>Income</i>  | Profit<br><i>Profit</i> |
| 1   | Angkutan Bandara<br><i>Airport Transport</i>                       | 194.213.963                 | 401.545.714 | -32.357.176             | 67.724.925 | 48,37%                       | -47,78%                 |
| 2   | Angkutan Antar Kota<br><i>Intercity Transport</i>                  | 175.347.154                 | 337.706.727 | -24.179.742             | 29.047.823 | 51,92%                       | -83,24%                 |
| 3   | Angkutan Perkotaan<br><i>Urban Transport</i>                       | 140.613.081                 | 273.524.321 | -59.586.641             | 14.884.892 | 51,41%                       | -400,32%                |
| 4   | Angkutan Lintas Batas Negara<br><i>Cross-Border Transportation</i> | 3.004.084                   | 17.391.561  | -2.991.363              | 4.413.283  | 17,27%                       | -67,78%                 |
| 5   | Angkutan Perintis<br><i>Pioneer Transport</i>                      | 153.061.370                 | 177.097.234 | 2.134.144               | 13.657.457 | 86,43%                       | 15,63%                  |
| 6   | Angkutan Paket/Barang<br><i>Package/Goods Transport</i>            | 26.761.826                  | 22.691.041  | 2.308.477               | 1.956.894  | 117,94%                      | 117,97%                 |
| 7   | Angkutan Travel/Pariwisata<br><i>Travel/Tourism Transport</i>      | 45.152.516                  | -           | 12.111.840              | -          | -                            | -                       |



## Prospek Usaha *Business Prospect*

Tahun 2020 merupakan tahun yang penuh tantangan. Pandemi Covid-19 membuat pergerakan manusia menjadi terkendala karena pembatasan skala besar guna meredam penularan Covid-19 adalah salah satunya dengan penerapan *Work from Home* (WFH). Akibatnya, aktivitas berpergian masyarakat mengalami penurunan yang cukup signifikan. Dengan adanya perubahan tingkah laku (*customer behaviour*) dan kebiasaan masyarakat, banyak industri yang terdampak, tidak terkecuali sektor transportasi.

Aktivitas bisnis di tahun 2020 ini mengalami perbedaan yang cukup signifikan dibanding tahun sebelumnya, penurunan jumlah pelanggan pada “*main source of income*” membuat DAMRI harus melakukan manuver cukup tajam. Manuver tersebut adalah mengutamakan penghasilan pada segmen subsidi demi pencapaian target pada segmen komersial. Adapun pengembangan lainnya dilakukan demi menanggulangi kejadian serupa pada tahun-tahun yang akan datang dengan tetap fokus pada perkembangan bisnis transportasi yang terus bertransformasi seiring dengan kemajuan teknologi, perubahan pasar, dan fokus pengembangan perekonomian bangsa dan perusahaan.

DAMRI sebagai salah satu penyedia jasa transportasi darat terus berinovasi dengan melakukan digitalisasi, pengembangan teknologi, dan ekspansi pasar secara agresif dan tepat sasaran. Pengembangan DAMRI difokuskan untuk melayani angkutan publik pada semua segmen pasar dan dikelola secara proposional agar mampu membentuk sinergi pasar yang dapat menjadi keberlangsungan dan pengembangan usaha DAMRI. Prospek usaha yang dilakukan DAMRI pada tahun 2020 adalah:

*2020 is a year full of challenges. The Covid-19 pandemic has hampered human movement due to large-scale restrictions to reduce the transmission of Covid-19, one of which is the implementation of Work from Home (WFH). As a result, people's traveling activities have decreased significantly. With changes in customer behavior and people's habits, many industries are affected, including the transportation sector.*

*Business activities in 2020 experienced a significant difference compared to the previous year, the decline in the number of customers on the “main source of income” made DAMRI have to maneuver quite sharply. The maneuver is to prioritize income in the subsidy segment in order to achieve targets in the commercial segment. Other developments are carried out to overcome similar incidents in the years to come, while still focusing on the development of the transportation business which continues to transform along with technological advances, market changes, and the focus on developing the nation's economy and companies.*

*DAMRI as one of the land transportation service providers continues to innovate by digitizing, developing technology, and expanding the market aggressively and on target. The development of DAMRI is focused on serving public transportation in all market segments and is managed proportionally in order to be able to form market synergies that can become the sustainability and development of DAMRI's business. The business prospects carried out by DAMRI in 2020 are:*

Tabel Prospek Usaha DAMRI tahun 2020  
DAMRI Business Prospect Table in 2020

| No. | Tender/Kerja Sama<br><i>Tender/Cooperation</i>  | Jenis Angkutan<br><i>Type of Transport</i>                                                                      | Cabang Pelaksana<br><i>Branch executor</i> | Jumlah Armada<br><i>Total of Fleet</i>  | Keterangan<br><i>Description</i>                               |
|-----|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------|----------------------------------------------------------------|
| 1   | Pupuk Indonesia                                 | Logistik<br><i>Logistic</i>                                                                                     | DAMRI Logistik<br><i>DAMRI Logistic</i>    | 8 Unit Truk Box Fuso                    |                                                                |
| 2   | AJAP Dirjen Pajak                               | Angkutan Karyawan<br><i>Employee Transportation</i>                                                             | DAMRI                                      | 8 Bus Medium<br><i>8 Medium Bus</i>     |                                                                |
| 3   | Angkutan Haji<br><i>Haji Transport</i>          | Angkutan Penumpang<br><i>Passenger Transportation</i>                                                           | 10 Cabang<br><i>10 Branches</i>            | -                                       | Pembatalan Angkutan Haji<br><i>Haji Transport Cancellation</i> |
| 4   | BP2MI                                           | Angkutan Penumpang Pekerja Migran Indonesia (PMI)<br><i>Indonesian Migrant Worker Passenger Transport (PMI)</i> | 3 Cabang<br><i>3 Branches</i>              | -                                       |                                                                |
| 5   | Subsidi Pemerintah<br><i>Government Subsidy</i> | Angkutan Perintis<br><i>Pioneer transportation</i>                                                              | 47 Cabang<br><i>47 Branches</i>            | 497 Bus Medium<br><i>497 Medium Bus</i> |                                                                |
| 6   | Subsidi Pemerintah<br><i>Government Subsidy</i> | Angkutan KSPN<br><i>KSPN Transportation</i>                                                                     | 11 Cabang<br><i>11 Branches</i>            | 110 Bus Medium<br><i>110 Medium Bus</i> |                                                                |
| 7   | Subsidi Pemerintah<br><i>Government Subsidy</i> | Angkutan PEN<br><i>PEN Transportation</i>                                                                       | 4 Cabang<br><i>4 Branches</i>              | 53 Bus Medium<br><i>53 Medium Bus</i>   |                                                                |
| 8   | Subsidi Pemerintah<br><i>Government Subsidy</i> | Angkutan Barang Tol Laut<br><i>Sea Toll Freight Transport</i>                                                   | 3 Cabang<br><i>3 Branches</i>              | 21 Truk<br><i>21 Truck</i>              |                                                                |
| 9   | Subsidi Pemerintah<br><i>Government Subsidy</i> | Angkutan Buy The Service (BTS)<br><i>Buy The Service Transport (BTS)</i>                                        | 2 Cabang<br><i>2 Branches</i>              | 10 Bus BRT<br><i>10 Bus BRT</i>         |                                                                |

## Kinerja Keuangan

### Financial Performance



### Uraian Atas Kinerja Keuangan Perusahaan

Laporan Keuangan Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2020 hasil audit oleh Kantor Akuntan Publik (KAP) Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan terdiri atas:

1. Laporan Keuangan, No. 00400/2/1133/AU.1/06/0259-1/1/III/2021;
2. Laporan atas Kepatuhan terhadap Peraturan Perundang-undangan, No. PHHARP-AL/104/TS/LD/2021;
3. Laporan Pengendalian Intern, No. PHHARP-AL/105/TS/LD/2021;
4. Laporan atas Reviu Penilaian Tingkat Kesehatan, No. PHHARP-AL/106/TS/LD/2021;
5. Laporan atas Reviu Key Performance Indicators, No. PHHARP-AL/107/TS/LD/2021; dan
6. Laporan Program Kemitraan dan Bina Lingkungan, NO. 00401/2/1133/AU.2/06/0259-1/1/III/2021.

Auditor berpendapat bahwa terhadap Laporan Keuangan Tahun Buku 2020 yang disajikan menyatakan **"WAJAR"** dalam semua hal yang material, posisi keuangan Perusahaan Umum (Perum) DAMRI per 31 Desember 2020, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

### Description of The Company's Financial Performance

*The Company's Financial Statements for the year ended December 31, 2020, the results of an audit by the Public Accounting Firm (KAP) Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Partners consist of:*

1. *Financial Statements, No. 00400/2/1133/AU.1/06/0259-1/1/III/2021;*
2. *Report on Compliance with Laws and Regulations, No. PHHARP-AL/104/TS/LD/2021;*
3. *Internal Control Report, No. PHHARP-AL/105/TS/LD/2021;*
4. *Report on the Health Level Assessment Review, No. PHHARP-AL/106/TS/LD/2021;*
5. *Report on Key Performance Indicators Review, No. PHHARP-AL/107/TS/LD/2021; dan*
6. *Partnership and Community Development Program Report, NO. 00401/2/1133/AU.2/06/0259-1/1/III/2021.*

*The auditor is of the opinion that the Financial Statements for Fiscal Year 2020 presented are "FAIR" in all material respects, the financial position of Public Company (Perum) DAMRI as of December 31, 2020, as well as financial performance and cash flows for the year ended on that date in accordance with the Standards Financial Accounting in Indonesia.*





# Laporan Laba Rugi Komprehensif

## Comprehensive Income Statement

Tabel Laporan Laba Rugi Komprehensif (dalam Jutaan Rupiah)  
Comprehensive Income Statement Table (in Million Rupiah)

| Keterangan<br>Description                                                          | Tahun<br>Year    |                  | Pertumbuhan<br>Growth |
|------------------------------------------------------------------------------------|------------------|------------------|-----------------------|
|                                                                                    | 2020             | 2019             |                       |
| <b>Pendapatan Usaha</b> <i>Operating Revenues</i>                                  |                  |                  |                       |
| Pendapatan Angkutan<br><i>Transport Revenue</i>                                    | 725.340          | 1.229.479        | 59,00%                |
| Pendapatan bukan Angkutan<br><i>Non-transport Income</i>                           | 10.740           | 7.300            | 147,12%               |
| Lainnya<br><i>Others</i>                                                           | 2.256            | 5.172            | 43,62%                |
| <b>Jumlah Pendapatan Usaha</b><br><i>Total Revenue</i>                             | <b>738.336</b>   | <b>1.241.951</b> | 59,45%                |
| <b>Beban Usaha</b> <i>Operating Expenses</i>                                       |                  |                  |                       |
| Operasional<br><i>Operational</i>                                                  | 643.460          | 876.675          | 73,40%                |
| Pemasaran<br><i>Marketing</i>                                                      | 27.188           | 57.580           | 47,22%                |
| Administrasi dan Umum<br><i>Administration and General</i>                         | 279.599          | 277.263          | 100,84%               |
| <b>Jumlah Beban Usaha</b><br><i>Total Operating Expenses</i>                       | <b>950.247</b>   | <b>1.211.518</b> | 78,43%                |
| <b>Laba Rugi Usaha</b><br><i>Operating Profit and Loss</i>                         | <b>(211.911)</b> | <b>30.433</b>    | -696,32%              |
| <b>Pendapatan (Beban) Lain-lain</b> <i>Other Income (Expenses)</i>                 |                  |                  |                       |
| Pendapatan Lain-lain<br><i>Other Income</i>                                        | 658              | 43.385           | 1,52%                 |
| Beban Lain-lain<br><i>Other Expenses</i>                                           | (15.205)         | (11.105)         | 136,92%               |
| <b>Jumlah Pendapatan (beban) lain-lain</b><br><i>Total Other Income (Expenses)</i> | <b>(14.547)</b>  | <b>32.280</b>    | -45,07%               |

| Keterangan<br><i>Description</i>                                                                     | Tahun <i>Year</i> |                 | Pertumbuhan<br><i>Growth</i> |
|------------------------------------------------------------------------------------------------------|-------------------|-----------------|------------------------------|
|                                                                                                      | 2020              | 2019            |                              |
| <b>Pendapatan (beban) keuangan</b> <i>Financial Income (expense)</i>                                 |                   |                 |                              |
| Pendapatan Keuangan<br><i>Financial Income</i>                                                       | 2.974             | 4.708           | 63,17%                       |
| Beban Keuangan<br><i>Financial Expenses</i>                                                          | (18,736)          | (19.495)        | 96,11%                       |
| <b>Jumlah Pendapatan (beban) Keuangan</b><br><i>Total Financial Income (expenses)</i>                | <b>(15,762)</b>   | <b>(14.787)</b> | 106,59%                      |
| <b>Laba Sebelum Pajak</b><br><i>Profit Before Tax</i>                                                | <b>(242,220)</b>  | <b>47.927</b>   | -505,39%                     |
| <b>Pendapatan (beban) Pajak</b> <i>Income (expense) Tax</i>                                          |                   |                 |                              |
| Pajak Kini<br><i>Current Tax</i>                                                                     | -                 | (13.923)        | 0,00%                        |
| Pajak Tangguhan<br><i>Deferred Tax</i>                                                               | 22,143            | 9.259           | 239,15%                      |
| <b>Jumlah Pendapatan (beban) Pajak</b><br><i>Total Income (expense) Tax</i>                          | <b>22,143</b>     | <b>(4.664)</b>  | -474,76%                     |
| <b>Laba Tahun Berjalan</b><br><i>Current Year Profit</i>                                             | <b>(220,077)</b>  | <b>43.262</b>   | -508,71%                     |
| <b>Penghasilan Rugi Komprehensif Lain</b> <i>Other Comprehensive Income</i>                          |                   |                 |                              |
| Keuntungan (kerugian) Penurunan Aset<br><i>Gain (loss) On Asset Decline</i>                          | (6.652)           | 8.596           | -77,38%                      |
| Keuntungan (kerugian) Aktuaria<br><i>Actuarial Gain (loss)</i>                                       | (77.687)          | -               | -                            |
| <b>Jumlah penghasilan (rugi) komprehensif lain</b><br><i>Total Other Comprehensive Income (loss)</i> | <b>(304.416)</b>  | <b>51.858</b>   | -587,02%                     |

# Laporan Posisi Keuangan

## Statement of Financial Position

Tabel Laporan Posisi Keuangan (dalam Jutaan Rupiah)  
Financial Position Statement Table (in Million Rupiah)

| Keterangan<br>Description                                                                                                                                                                                                                                                            | Posisi<br>Position |                | Pertumbuhan (%)<br>Growth (%) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------|-------------------------------|
|                                                                                                                                                                                                                                                                                      | 2020               | 2019           |                               |
| <b>Aset</b> <i>Asset</i>                                                                                                                                                                                                                                                             |                    |                |                               |
| <b>Aset Lancar</b> <i>Current Assets</i>                                                                                                                                                                                                                                             |                    |                |                               |
| Kas dan Setara Kas<br><i>Cash and Cash Equivalents</i>                                                                                                                                                                                                                               | 73.875             | 146.092        | 49,43%                        |
| Piutang Usaha - Setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 8.765.415.252 pada tahun 2020 dan Rp 6.584.390.572<br><i>Accounts Receivable - After deducting allowance for impairment losses of Rp8,765,415,252 in 2020 and Rp6,584,390,572</i>                     | 24.301             | 35.108         | 30,78%                        |
| Piutang Lain-lain - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 2.631.601.049 dan Rp 3.849.978.230 pada tahun 2020 dan 2019<br><i>Other Receivables - after deducting allowance for impairment losses of Rp2,631,601,049 and Rp3,849,978,230 in 2020 and 2019</i> | 5.427              | 9.772          | 44,46%                        |
| Persediaan<br><i>Supply</i>                                                                                                                                                                                                                                                          | 8.750              | 13.120         | 33,31%                        |
| Biaya Dibayar Dimuka<br><i>Prepaid Expenses</i>                                                                                                                                                                                                                                      | 801                | 3.590          | 77,69%                        |
| Uang Muka Pembelian<br><i>Down Payment</i>                                                                                                                                                                                                                                           | 12.095             | 9.339          | 129,51%                       |
| <b>Jumlah Aset Lancar</b><br><i>Total Current Assets</i>                                                                                                                                                                                                                             | <b>125.249</b>     | <b>217.021</b> | <b>42,29%</b>                 |

| Keterangan<br><i>Description</i>                                                                                                                                                                                                                                          | Posisi    | <i>Position</i> | Pertumbuhan (%)<br><i>Growth (%)</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------|--------------------------------------|
|                                                                                                                                                                                                                                                                           | 2020      | 2019            |                                      |
| Aset Tidak Lancar <i>Non-Current Assets</i>                                                                                                                                                                                                                               |           |                 |                                      |
| Aset Program<br><i>Program Assets</i>                                                                                                                                                                                                                                     | 1.007     | 1.974           | 48,99%                               |
| Aset Tetap - setelah dikurangi akumulasi peyusutan sebesar Rp 1.433.773.276.359 pada tahun 2020 dan Rp 1.350.252.435.161 pada tahun 2019<br><i>Fixed Assets - after deducting accumulated depreciation of Rp1,433,773,276,359 in 2020 and Rp1,350,252,435,161 in 2019</i> | 945.986   | 1.048.408       | 9,77%                                |
| Investasi Pada Entitas Asosiasi<br><i>Investment in Associates</i>                                                                                                                                                                                                        | 319       | 319             | 100,00%                              |
| Aset dalam Proses<br><i>Assets in Process</i>                                                                                                                                                                                                                             | 4.171     | 6.739           | 38,11%                               |
| Aset Lain - Lain<br><i>Other Assets</i>                                                                                                                                                                                                                                   | 1.918     | 2.440           | 21,39%                               |
| Jumlah Aset Tidak Lancar<br><i>Total Non-Current Assets</i>                                                                                                                                                                                                               | 953.401   | 1.059.880       | 10,05%                               |
| Jumlah Aset<br><i>Total Assets</i>                                                                                                                                                                                                                                        | 1.078.650 | 1.276.901       | 15,53%                               |
| Liabilitas dan Ekuitas <i>Liability and Equity</i>                                                                                                                                                                                                                        |           |                 |                                      |
| Liabilitas <i>Liability</i>                                                                                                                                                                                                                                               |           |                 |                                      |
| Liabilitas Jangka Pendek <i>Short-Term Liabilities</i>                                                                                                                                                                                                                    |           |                 |                                      |
| Utang Usaha<br><i>Accounts Payable</i>                                                                                                                                                                                                                                    | 41.479    | 22.176          | 187,04%                              |
| Pendapatan Diterima Dimuka<br><i>Prepaid Income</i>                                                                                                                                                                                                                       | 3.377     | 4.592           | 26,46%                               |
| Beban Akrua<br><i>Accrued Expenses</i>                                                                                                                                                                                                                                    | 1.253     | 1.383           | 9,40%                                |
| Utang Pajak<br><i>Tax Debt</i>                                                                                                                                                                                                                                            | 1.806     | 13.609          | 86,73%                               |
| Utang Bank Jangka Panjang yang Jatuh Tempo dalam Satu tahun<br><i>Long-term Bank Loans Maturity in One Year</i>                                                                                                                                                           | 23.738    | 56.049          | 57,65%                               |
| Utang Lain - Lain<br><i>Other Debts</i>                                                                                                                                                                                                                                   | 51.349    | 10.589          | 484,93%                              |
| Jumlah Liabilitas Jangka Pendek<br><i>Total Short-Term Liabilities</i>                                                                                                                                                                                                    | 123.002   | 108.398         | 113,47%                              |



| Keterangan<br><i>Description</i>                                                                                                                            | Posisi    | <i>Position</i> | Pertumbuhan (%)   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------|-------------------|
|                                                                                                                                                             | 2020      | 2019            | <i>Growth (%)</i> |
| Liabilitas Jangka Panjang <i>Long-Term Liabilities</i>                                                                                                      |           |                 |                   |
| Liabilitas Sewa Pembiayaan<br><i>Financing Lease Liability</i>                                                                                              | -         | -               | -                 |
| Liabilitas Pajak Tangguhan<br><i>Deferred Tax Liability</i>                                                                                                 | 55.247    | 63.380          | 12,83%            |
| Utang Bank Jangka Panjang setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun<br><i>Long-Term Bank Loans after Deducting Part of Maturity in One Year</i> | 167.104   | 113.617         | 147,08%           |
| Utang Investasi<br><i>Investment Debt</i>                                                                                                                   | 2.014     | 12.114          | 83,37%            |
| Liabilitas Imbalan Pasca Kerja<br><i>Post-employment Benefits Liability</i>                                                                                 | 236.857   | 186.483         | 127,01%           |
| Jumlah Liabilitas Jangka Panjang<br><i>Total of Long-Term Liabilities</i>                                                                                   | 461.222   | 375.594         | 122,80%           |
| Total Liabilitas<br><i>Total Liability</i>                                                                                                                  | 584.224   | 483.992         | 120,71%           |
| Ekuitas <i>Equity</i>                                                                                                                                       |           |                 |                   |
| Modal Disetor<br><i>Paid-up Capital</i>                                                                                                                     | 19.700    | 19.700          | 100,00%           |
| Penyertaan Modal Negara (PMN)<br><i>State Equity Participation (PMN)</i>                                                                                    | 627.721   | 627.721         | 100,00%           |
| Bantuan Pemerintah Lainnya yang belum Ditentukan Statusnya (BPYBDS)<br><i>Other Unspecified Government Assistance</i>                                       | -         | -               | -                 |
| Modal Sumbangan<br><i>Donation Capital</i>                                                                                                                  | 4.266     | 4.266           | 100,00%           |
| Cadangan Modal<br><i>Capital Reserve</i>                                                                                                                    | 23.738    | 56.049          | 57,65%            |
| Penghasilan Komprehensif Lain<br><i>Other Comprehensive Income</i>                                                                                          | (131.437) | (53.031)        | 248,00%           |
| Laba (Rugi) Tahun Berjalan<br><i>Income For The Year</i>                                                                                                    | (220.077) | 43.262          | -509,00%          |
| Total Ekuitas<br><i>Total Equity</i>                                                                                                                        | 494.425   | 792.908         | 37,64%            |
| Total Liabilitas dan Ekuitas<br><i>Total of Liabilities and Equities</i>                                                                                    | 1.078.649 | 1.276.900       | 15,53%            |



### Aset

Komposisi aset Perusahaan pada tahun 2020 terdiri atas 11,61% aset lancar dan 88,39% aset tidak lancar dari total jumlah aset keseluruhan. Jumlah aset tahun 2020 mengalami penurunan sebesar Rp 198.251 Juta atau 15,53% dari tahun 2019 yaitu sebesar Rp 1.276.901 Juta menjadi Rp 1.078.650 Juta pada tahun 2020.

### Aset Lancar

Perusahaan membukukan aset lancar tahun 2020 sebesar Rp 217.021 juta, turun Rp 91.772 juta atau 42,29% dibanding 2019, yaitu sebesar Rp 125.249 Juta.

### Kas dan Setara Kas

Pada tahun 2020, Kas dan Setara Kas tercatat sebesar Rp 73.875 Juta, mengalami penurunan Rp 72.217 Juta atau 49,43% dibanding tahun 2019 yaitu sebesar Rp 146.092 Juta. Penurunan Kas dan Setara Kas diakibatkan peningkatan pengeluaran kas untuk operasional (beban operasional dan karyawan).

### Piutang Usaha

Perusahaan membukukan piutang usaha tahun 2020 sebesar Rp 24.301, mengalami penurunan sebesar Rp 10.807 Juta atau 30,78% dibanding dengan tahun 2019 yaitu sebesar Rp 35.108 Juta. Penurunan Piutang Usaha seiring menurunnya pendapatan usaha.

### Persediaan

Pada tahun 2020 Persediaan tercatat sebesar Rp 8.750 Juta, mengalami penurunan sebesar Rp 4.370 atau 33,31% dibanding dengan tahun 2019 yaitu sebesar Rp 13.120 Juta. Penurunan Persediaan dikarenakan adanya pengurangan pembelian persediaan selama pandemic Covid-19.

### Biaya Dibayar Di Muka

Perusahaan mencatat biaya di bayar di muka tahun 2020 sebesar Rp 801 Juta, mengalami penurunan sebesar Rp 2.756 Juta atau 77,69% dibanding dengan tahun 2019 yaitu sebesar Rp 3.590 Juta. Penurunan biaya dibayar di muka dikarenakan pengetatan biaya selama pandemi Covid-19.

### Asset

*The composition of the Company's assets in 2020 consisted of 11.61% of current assets and 88.39% of non-current assets of the total total assets. Total assets in 2020 decreased by IDR 198,251 million or 15.53% from 2019 which was IDR 1,276,901 million to IDR 1,078,650 million in 2020.*

### Current assets

*The company recorded current assets in 2020 of IDR 217,021 million, a decrease of IDR 91,772 million or 42.29% compared to 2019, which was IDR 125,249 million.*

### Cash and cash equivalents

*In 2020, Cash and Cash Equivalents were recorded at IDR 73,875 million, a decrease of IDR 72,217 million or 49.43% compared to 2019 which was IDR 146,092 million. The decrease in Cash and Cash Equivalents was due to an increase in cash disbursements for operations (operating and employee expenses).*

### Accounts receivable

*The company recorded trade receivables in 2020 of IDR 24,301, a decrease of IDR 10,807 million or 30.78% compared to 2019 which was IDR 35,108 million. Decrease in Accounts Receivable in line with the decline in operating income.*

### Stock

*In 2020 inventory was recorded at IDR 8,750 million, a decrease of Rp4,370 or 33.31% compared to 2019 which was IDR 13,120 million. The decrease in inventory was due to a reduction in inventory purchases during the Covid-19 pandemic.*

### Prepaid Expenses

*The company recorded prepaid expenses in 2020 of IDR 801 million, a decrease of IDR 2,756 million or 77.69% compared to 2019 which was IDR 3,590 million. The decrease in prepaid fees is due to the tightening of costs during the Covid-19 pandemic.*

**Uang Muka**

Pada tahun 2020, uang muka pembelian sebesar Rp 12.095 Juta, mengalami peningkatan sebesar Rp 2.756 atau 29,51% dibanding tahun 2019 yaitu sebesar Rp 9.339 Juta. Kenaikan uang muka pembelian dikarenakan meningkatnya uang muka karyawan dan uang muka berupa Jaminan pelaksanaan pekerjaan kontraktual.

**Aset Program**

Perusahaan mencatat aset program tahun 2020 sebesar Rp 1.007 Juta, dengan penurunan sebesar Rp 967 Juta atau 48,99% dibanding tahun 2019 yaitu sebesar Rp 1.974 Juta. Penurunan aset program dikarenakan menurunnya penempatan dana pension di tahun 2020 dibandingkan 2019.

**Aset Tetap**

Aset tetap tahun 2020 mengalami penurunan sebesar Rp 102.422 atau 9,77%, dari tahun 2019 yaitu Rp 1.048.408 Juta menjadi Rp 945.986 Juta. Penurunan ini dikarenakan penambahan aset berupa investasi tidak sebanding dengan beban penyusutan aset tetap.

**Investasi Pada Entitas Asosiasi**

Perusahaan mencatat investasi pada entitas asosiasi sebesar Rp 319 Juta atau setara dengan jumlah investasi pada entitas asosiasi pada tahun 2019 dan 2018.

**Aset Dalam Proses**

Perusahaan mencatat aset dalam proses tahun 2020 sebesar Rp 4.171 Juta, mengalami penurunan signifikan sebesar Rp 2.568 atau 38,11% dibanding tahun 2019 yaitu sebesar Rp 6.739 Juta. Penurunan aset dalam proses disebabkan oleh penurunan jumlah investasi di tahun 2020.

**Aset Lain-Lain**

Aset lain-lain tercatat tahun 2020 sebesar Rp 1.918 Juta, mengalami penurunan sebesar Rp 522 Juta atau 21,39% dibanding tahun 2019 yaitu sebesar Rp 2.440 Juta. Penurunan aset lain-lain disebabkan oleh posisi akun Jaminan tender yang semula sebagai aset lain-lain di tahun 2019, menjadi aset uang muka di tahun 2020.

**Liabilitas**

Komposisi liabilitas Perusahaan pada tahun 2020 terdiri atas 21,05% liabilitas jangka pendek dan 78,89% liabilitas jangka panjang. Jumlah liabilitas mengalami kenaikan sebesar Rp 100.232 Juta atau 20,71% dari tahun 2019 yaitu sebesar Rp 483.992 Juta menjadi Rp 584.224 Juta pada tahun 2020.

**Down payment**

*In 2020, advances for purchases amounted to IDR 12,095 million, an increase of Rp2,756 or 29.51% compared to 2019 which was IDR 9,339 million. The increase in advances for purchases was due to the increase in advances for employees and advances in the form of guarantees for the performance of contractual work.*

**Program Assets**

*The company recorded program assets in 2020 of IDR 1,007 million, with a decrease of IDR 967 million or 48.99% compared to 2019 which was IDR 1,974 million. The decrease in program assets was due to a decrease in the placement of pension funds in 2020 compared to 2019.*

**Fixed assets**

*Fixed assets in 2020 decreased by IDR 102,422 or 9.77%, from 2019 which was IDR 1,048,408 million to IDR 945,986 million. This decrease is due to the addition of assets in the form of investments that are not proportional to the depreciation expense of fixed assets.*

**Investment in Associates**

*The Company recorded investments in associates of IDR 319 million or equivalent to the total investment in associates in 2019 and 2018.*

**Assets in Process**

*The company recorded assets in process in 2020 of IDR 4,171 million, a significant decrease of IDR 2,568 or 38.11% compared to 2019 which was IDR 6,739 million. The decrease in assets in process was due to a decrease in the amount of investment in 2020.*

**Miscellaneous Assets**

*Other assets recorded in 2020 amounted to IDR 1,918 million, a decrease of IDR 522 million or 21.39% compared to 2019 which was IDR 2,440 million. The decrease in other assets was caused by the position of the Tender Guarantee account which was originally as other assets in 2019, became an advance asset in 2020.*

**Liability**

*The composition of the Company's liabilities in 2020 consisted of 21.05% current liabilities and 78.89% long-term liabilities. Total liabilities increased by IDR 100,232 million or 20.71% from 2019 which was IDR 483,992 million to IDR 584,224 million in 2020.*

### Liabilitas Jangka Pendek

Perusahaan mencatat liabilitas jangka pendek pada tahun 2020 yaitu sebesar Rp 123.002 Juta, mengalami kenaikan sebesar Rp 14.604 Juta atau 13,47% dibanding tahun 2019 yaitu sebesar Rp 108.398 Juta. Kenaikan liabilitas jangka pendek disebabkan oleh kenaikan utang usaha dan utang lain-lain berupa penundaan beban gaji selama 2020.

### Utang Usaha

Perusahaan mencatat utang usaha Perusahaan pada tahun 2020 yaitu sebesar Rp 41.479 Juta, mengalami kenaikan sebesar Rp 19.303 Juta atau 87,04% dibanding tahun 2019 yaitu sebesar Rp 22.176 Juta. Kenaikan utang usaha diakibatkan karena penambahan utang pada pihak berelasi serta telah selesainya beberapa pekerjaan di tahun 2020 oleh pihak ketiga sehingga timbul penagihan.

### Pendapatan Diterima Di Muka

Perusahaan membukukukan pendapatan diterima di muka tahun 2020 sebesar Rp 3.377 Juta, turun sebesar Rp 1.215 Juta atau 26,46% dibanding tahun 2019 yaitu sebesar Rp 4.592 Juta. Penurunan pendapatan diterima di muka secara pada tahun 2020 disebabkan menurunnya beberapa Pendapatan yg bersifat kontrak dibanding 2019.

### Beban Akruai

Beban akrual tahun 2020 tercatat sebesar Rp 1.253 Juta, mengalami penurunan sebesar Rp 130 Juta atau 9,40% dibanding tahun 2019 yaitu sebesar Rp 1.383 Juta. Penurunan beban akrual diakibatkan berkurangnya beban dan efisiensi terkait dengan jasa atau pembayaran pihak ketiga.

### Utang Pajak

Utang pajak tahun 2020 tercatat sebesar Rp 1.806 Juta, mengalami penurunan yang signifikan sebesar Rp 11.803 Juta atau 86,73% dibandingkan utang pajak yang tercatat di tahun 2019 sebesar Rp 13.609 Juta. Penurunan utang pajak diakibatkan oleh Laporan Keuangan Perusahaan pada tahun 2020 mengalami kerugian.

### Utang Bank Jangka Panjang Yang Jatuh Tempo Dalam Satu Tahun

Perusahaan mencatat utang bank jangka panjang yang jatuh tempo dalam satu tahun sebesar Rp 23.738 Juta, mengalami penurunan sebesar Rp 32.311 Juta atau 57,65% dibanding tahun 2019 yaitu sebesar Rp 56,049 Juta. Penurunan tersebut disebabkan oleh adanya *Restruct* yaitu penangguhan/pengurangan pembayaran pokok pinjaman.

### Short-term liabilities

The company recorded short-term liabilities in 2020, amounting to IDR 123,002 million, an increase of IDR 14,604 million or 13.47% compared to 2019 which was IDR 108,398 million. The increase in short-term liabilities was due to an increase in trade payables and other payables in the form of delays in salary expenses during 2020.

### Accounts payable

The Company recorded that the Company's trade payables in 2020 amounted to IDR 41,479 million, an increase of IDR 19,303 million or 87.04% compared to 2019 which was IDR 22,176 million. The increase in trade payables was due to the addition of debt to related parties and the completion of several works in 2020 by third parties resulting in collections.

### Prepaid income

The company recorded unearned revenue in 2020 of IDR 3,377 million, a decrease of IDR 1,215 million or 26.46% compared to 2019 which was IDR 4,592 million. The decrease in unearned income in 2020 was due to a decrease in several contractual income compared to 2019.

### Accrued Expenses

Accrued expenses in 2020 were recorded at IDR 1,253 million, a decrease of IDR 130 million or 9.40% compared to 2019 which was IDR 1,383 million. Decrease in accrued expenses due to reduced expenses and efficiency related to third party services or payments.

### Tax debt

The tax payable in 2020 was recorded at IDR 1,806 million, a significant decrease of IDR 11,803 million or 86.73% compared to the tax payable which was recorded in 2019 of IDR 13,609 million. The decrease in tax payable was caused by the Company's Financial Statements in 2020 experiencing a loss.

### Long-Term Bank Loans Maturity Within One Year

The company recorded long-term bank loans maturing in one year amounting to IDR 23,738 million, a decrease of IDR 32,311 million or 57.65% compared to 2019 which was IDR 56.049 million. The decrease was caused by the restructuring, namely the suspension/reduction of loan principal payments.



**Utang Lain-Lain**

Perusahaan mencatat utang lain-lain tahun 2020 sebesar Rp 51,349 Juta, mengalami kenaikan sebesar Rp 40.760 Juta atau 484,93% dibanding tahun 2019 yaitu sebesar Rp 10.589 Juta. Kenaikan utang lain-lain diakibatkan penundaan pembayaran beban gaji karyawan selama pandemic Covid-19.

**Liabilitas Jangka Panjang**

Perusahaan mencatat liabilitas jangka panjang tahun 2020 sebesar Rp 461.222 Juta, mengalami kenaikan sebesar Rp 85.628 Juta atau 22,80% dibanding tahun 2019 yaitu sebesar Rp 375.594 Juta. Kenaikan liabilitas jangka panjang diakibatkan karena perusahaan berinvestasi pada aset tetap melalui pembiayaan pihak ketiga.

**Liabilitas Sewa Pembiayaan**

Pada tahun 2002 tidak terdapat liabilitas sewa pembiayaan.

**Liabilitas Pajak Tangguhan**

Perusahaan mencatat liabilitas pajak tangguhan tahun 2020 sebesar Rp 55.247 Juta, mengalami penurunan sebesar Rp 8.133 Juta atau 12,83% dibanding tahun 2019 yaitu sebesar Rp 63.380 Juta. Penurunan liabilitas pajak tangguhan diakibatkan karena perbedaan pengakuan penghitungan penyusutan antara akuntansi *fiscal* (pajak) dengan akuntansi komersil (PSAK).

**Utang Bank Jangka Panjang Setelah Dikurangi Bagian Jatuh Tempo Dalam Satu Tahun**

Perusahaan mencatat utang bank jangka panjang setelah dikurangi bagian jatuh tempo dalam satu tahun sebesar Rp 167.104 Juta, mengalami kenaikan sebesar Rp 53.487 Juta atau 47,08% dibanding tahun 2019 yaitu sebesar Rp 113.617 Juta. Kenaikan tersebut diakibatkan karena adanya pinjaman Kredit Modal Kerja (KMK) dari Bank Mandiri untuk pembiayaan beban operasional Perintis, KSPN, Toll Laut/Kontrak Pemerintah.

**Utang Investasi**

Perusahaan mencatat utang investasi tahun 2020 sebesar Rp 2.014 Juta, mengalami penurunan yang signifikan sebesar Rp 10.100 Juta atau 83,37% dibanding tahun 2019 yaitu sebesar Rp 12.114 Juta. Penurunan tersebut diakibatkan karena pada tahun 2020, hanya tercapai 37,34% dari total anggaran dikarenakan kondisi keuangan.

**Other Debt**

*The company recorded other payables in 2020 of IDR 51.349 million, an increase of IDR 40,760 million or 484.93% compared to 2019 which was IDR 10,589 million. The increase in other debts was due to delays in paying employee salaries during the Covid-19 pandemic.*

**Long-Term Liabilities**

*The company recorded long-term liabilities in 2020 of IDR 461,222 million, an increase of IDR 85,628 million or 22.80% compared to 2019 which was IDR 375,594 million. The increase in long-term liabilities was due to the company investing in fixed assets through third party financing.*

**Financing Lease Liability**

*In 2002 there were no finance lease liabilities.*

**Deferred Tax Liability**

*The company recorded a deferred tax liability in 2020 of IDR 55,247 million, a decrease of IDR 8,133 million or 12.83% compared to 2019 which was IDR 63,380 million. The decrease in deferred tax liabilities was due to the difference in the recognition of depreciation calculation between fiscal accounting (tax) and commercial accounting (PSAK).*

**Long-Term Bank Loans After Deducting Part Maturity Within One Year**

*The company recorded long-term bank loans after deducting the portion due in one year of IDR 167,104 million, an increase of IDR 53,487 million or 47.08% compared to 2019 which was IDR 113,617 million. The increase was due to a Working Capital Credit (KMK) loan from Bank Mandiri to finance the operational costs of Pioneers, KSPN, Sea Tolls/Government Contracts.*

**Investment Debt**

*The company recorded an investment debt in 2020 of IDR 2,014 million, a significant decrease of IDR 10,100 million or 83.37% compared to 2019 which was IDR 12,114 million. This decrease was due to the fact that in 2020, only 37.34% of the total budget was reached due to financial conditions.*

### Ekuitas

Jumlah ekuitas Perusahaan pada tahun 2020 sebesar Rp 494.425 Juta, mengalami penurunan sebesar Rp 298.483 atau 37,64% dibanding tahun 2019 yaitu sebesar Rp 792.908 Juta. Penurunan disebabkan turunnya saldo laba tahun berjalan karena kerugian perusahaan.

### Equity

The Company's total equity in 2020 was IDR 494,425 million, a decrease of Rp298,483 or 37.64% compared to 2019 which was IDR 792,908 million. The decrease was due to the decrease in retained earnings for the year due to the company's losses.



Tabel Laporan Arus Kas (Dalam Jutaan Rupiah)  
Cash Flow Statement Table (In Millions of Rupiah)

| Keterangan<br>Description                                                        | Posisi<br>Position |                | Pertumbuhan<br>Growth |
|----------------------------------------------------------------------------------|--------------------|----------------|-----------------------|
|                                                                                  | 2020               | 2019           |                       |
| <b>Aktivitas Operasi</b> <i>Operating Activities</i>                             |                    |                |                       |
| Penerimaan Kas dari Pelanggan<br><i>Cash Receipts from Customers</i>             | 736.806            | 1.231.171      | 60%                   |
| Penerimaan Kas dari Lainnya<br><i>Cash Receipts from Others</i>                  | 15.967             | 17.730         | 90%                   |
| Pengeluaran Kas kepada Pemasok<br><i>Cash Disbursements to Suppliers</i>         | (29.931)           | (44.894)       | 67%                   |
| Pengeluaran Kas Beban Operasional<br><i>Operating Expenses Cash Expense</i>      | (438.280)          | (788.267)      | 56%                   |
| Pengeluaran Kas kepada Karyawan<br><i>Cash Disbursement to Employees</i>         | (309.223)          | (288.524)      | 107%                  |
| <b>Kas yang Dihasilkan dari Operasi</b><br><i>Cash Generated From Operations</i> | <b>(24.661)</b>    | <b>127.216</b> | <b>-19%</b>           |

| Keterangan<br><i>Description</i>                                                                                                        | Posisi          | <i>Position</i>  | Pertumbuhan<br><i>Growth</i> |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|------------------------------|
|                                                                                                                                         | 2020            | 2019             |                              |
| Pembayaran Bunga dan Beban Keuangan<br><i>Interest Payments and Finance Charges</i>                                                     | (18.735)        | (19.647)         | 95%                          |
| Pembayaran Pajak Penghasilan<br><i>Net Cash Obtained from (Used for) Operating Activities</i>                                           | (18.208)        | (19.899)         | 92%                          |
| <b>Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Operasi</b><br><i>Net Cash Obtained from (Used for) Operating Activities</i>   | <b>(61.604)</b> | <b>87.670</b>    | -70%                         |
| <b>Aktivitas Investasi</b> <i>Investment Activities</i>                                                                                 |                 |                  |                              |
| Pengeluaran untuk Perolehan Aset Tetap<br><i>Expenditures for Acquisition of Fixed Assets</i>                                           | (35.466)        | (216.923)        | 16%                          |
| Penerimaan dari Pelepasan Aset Lainnya<br><i>Revenue from Disposal of Other Assets</i>                                                  | 658             | 44.315           | 1%                           |
| <b>Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Investasi</b><br><i>Net Cash Obtained from (Used for) Investing Activities</i> | <b>(34.808)</b> | <b>(172.608)</b> | 20%                          |
| <b>Aktivitas Pendanaan</b> <i>Funding Activities</i>                                                                                    |                 |                  |                              |
| Pembayaran Pinjaman Jangka Panjang<br><i>Long Term Loan Payment</i>                                                                     | (35.993)        | (69.136)         | 52%                          |
| Penerimaan Pinjaman Jangka Panjang<br><i>Acceptance of Long-Term Loans</i>                                                              | 60.168          | 154.095          | 39%                          |
| Penerimaan Bantuan Pemerintah<br><i>Government Assistance Receipt</i>                                                                   | -               | -                | -                            |
| Dividen<br><i>Dividend</i>                                                                                                              | -               | -                | -                            |
| <b>Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan</b><br><i>Net Cash Obtained from (Used for) Funding Activities</i>   | -               | -                | -                            |
| <b>Kenaikan (Penurunan) Bersih Kas dan Setara Kas</b><br><i>Increase (Decrease) Net Cash and Cash Equivalents</i>                       | <b>(72.224)</b> | <b>21</b>        | -343924%                     |
| <b>Saldo Kas dan Setara Kas Awal Tahun</b><br><i>Cash Balance And Cash Equivalents At The Beginning Of The Year</i>                     | <b>146.092</b>  | <b>146.071</b>   | 100%                         |
| <b>Saldo Kas Dan Setara Kas Akhir Tahun</b><br><i>Cash Balance and Cash Equivalents End of Year</i>                                     | <b>73.868</b>   | <b>146.092</b>   | 51%                          |

# Kemampuan Membayar Utang dan Kolektibilitas Piutang

## *Ability to Pay Debt and Receivable Collectibility*

Tabel Kemampuan Membayar Utang  
*Table of Ability to Pay Debt*

| Keterangan                       | 2020    | 2019  | Description              |
|----------------------------------|---------|-------|--------------------------|
| Rasio Cepat (%)                  | 60%     | 135%  | Fast Ratio (%)           |
| Rasio Lancar (%)                 | 101%    | 200%  | Current Ratio (%)        |
| Rasio Utang Terhadap Aset (%)    | 54%     | 38%   | Debt to Asset Ratio (%)  |
| Rasio Utang Terhadap Ekuitas (%) | 118%    | 61%   | Debt to Equity Ratio (%) |
| Return on Asset (%)              | -20,40% | 3,39% | Return on Asset (%)      |
| Return on Equity (%)             | -44,51% | 5,46% | Return on Equity (%)     |

Kemampuan membayar hutang Perusahaan untuk jangka pendek tercermin dalam rasio-rasio likuiditas, yakni rasio cepat (*quick ratio*) dan rasio lancar (*current ratio*). Rasio lancar (*current ratio*) adalah rasio yang digunakan untuk mengukur kemampuan perusahaan dalam membayar kewajiban jangka pendeknya dengan menggunakan aktiva lancar yang dimiliki. Rasio cepat (*quick ratio*) mengalami penurunan dari 135% pada tahun 2019 menjadi 60% pada tahun 2020. Rasio lancar (*current ratio*) mengalami penurunan dari 200% pada tahun 2019 menjadi 101% pada tahun 2020.

*The Company's ability to pay short-term debt is reflected in the liquidity ratios, namely the quick ratio and the current ratio. The current ratio is the ratio used to measure the company's ability to pay its short-term obligations by using its current assets. The quick ratio decreased from 135% in 2019 to 60% in 2020. The current ratio decreased from 200% in 2019 to 101% in 2020.*

Tabel Kolektibilitas Piutang  
*Accounts Receivable Collectibility Table*

| Keterangan                    | 2020 | 2019 | Description                          |
|-------------------------------|------|------|--------------------------------------|
| Perputaran Piutang (Kali)     | 20   | 38   | Accounts Receivable Turnover (Times) |
| Rata-Rata Umur Piutang (Hari) | 15   | 13   | Average Age of Receivables (Days)    |

Rasio perputaran piutang tahun 2020 mengalami penurunan dari 38 (tiga puluh delapan) kali di tahun 2019 menjadi 20 (dua puluh) kali di tahun 2020, atau mengalami perubahan selama 18 kali. Sedangkan, rata-rata umur piutang mengalami kenaikan. Secara umum, kolektibilitas piutang Perusahaan dalam kondisi "Tidak Sehat".

*The receivables turnover ratio in 2020 decreased from 38 (thirty eight) times in 2019 to 20 (twenty) times in 2020, or changed 18 times. Meanwhile, the average age of receivables has increased. In general, the collectibility of the Company's receivables is in an "unhealthy" condition.*



# Struktur Modal dan Kebijakan Struktur Modal

## Capital Structure and Capital Structure Policy

Tabel Struktur Modal(dalam Jutaan Rupiah)  
Capital Structure Table (in Million IDR)

| Uraian<br>Description                                                                                                                                       | 2020            |                          | 2019            |                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------------|-----------------|--------------------------|
|                                                                                                                                                             | Jumlah<br>Total | Komposisi<br>Composition | Jumlah<br>Total | Komposisi<br>Composition |
| <b>Liabilitas Jangka Pendek</b><br><i>Short-Term Liabilities</i>                                                                                            |                 |                          |                 |                          |
| Utang Usaha<br><i>Accounts Payable</i>                                                                                                                      | 41.479          | 34%                      | 22.176          | 20%                      |
| Pendapatan Diterima Dimuka<br><i>Prepaid Income</i>                                                                                                         | 3.377           | 3%                       | 4.592           | 4%                       |
| Beban Akrua<br><i>Accrued Expenses</i>                                                                                                                      | 1.253           | 1%                       | 1.383           | 1%                       |
| Utang Pajak<br><i>Tax Debt</i>                                                                                                                              | 1.806           | 1%                       | 13.609          | 13%                      |
| Utang Bank Jangka Panjang yang Jatuh Tempo dalam Satu tahun<br><i>Long-term Bank Loans Maturity in One Year</i>                                             | 23.738          | 19%                      | 56.049          | 52%                      |
| Utang Lain - Lain<br><i>Other Debts</i>                                                                                                                     | 51.349          | 42%                      | 10.589          | 10%                      |
| <b>Jumlah Liabilitas Jangka Pendek</b><br><i>Total Short-Term Liabilities</i>                                                                               | <b>123.002</b>  | <b>100%</b>              | <b>108.398</b>  | <b>100%</b>              |
| <b>Liabilitas Jangka Panjang</b><br><i>Long-Term Liabilities</i>                                                                                            |                 |                          |                 |                          |
| Liabilitas Sewa Pembiayaan<br><i>Financing Lease Liability</i>                                                                                              | -               | -                        | -               | -                        |
| Liabilitas Pajak Tangguhan<br><i>Deferred Tax Liability</i>                                                                                                 | 55.247          | 12%                      | 63.380          | 17%                      |
| Utang Bank Jangka Panjang setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun<br><i>Long-Term Bank Loans after Deducting Part of Maturity in One Year</i> | 167.104         | 36%                      | 113.617         | 30%                      |

| Uraian<br><i>Description</i>                                                     | 2020                   |                                 | 2019                   |                                 |
|----------------------------------------------------------------------------------|------------------------|---------------------------------|------------------------|---------------------------------|
|                                                                                  | Jumlah<br><i>Total</i> | Komposisi<br><i>Composition</i> | Jumlah<br><i>Total</i> | Komposisi<br><i>Composition</i> |
| Utang Investasi<br><i>Investment Debt</i>                                        | 2.014                  | 0%                              | 12.114                 | 3%                              |
| Liabilitas Imbalan Pasca Kerja<br><i>Post-Employment Benefits Liability</i>      | 236.857                | 51%                             | 186.483                | 50%                             |
| <b>Jumlah Liabilitas Jangka Panjang</b><br><i>Total of Long-Term Liabilities</i> | <b>461.222</b>         | <b>100%</b>                     | <b>375.594</b>         | <b>100%</b>                     |
| <b>Total Liabilitas</b><br><i>Total Liability</i>                                | <b>584.224</b>         | <b>54%</b>                      | <b>483.992</b>         | <b>38%</b>                      |
| <b>Total Ekuitas</b><br><i>Total Equity</i>                                      | <b>494.425</b>         | <b>46%</b>                      | <b>792.908</b>         | <b>62%</b>                      |
| <b>Total Liabilitas dan Ekuitas</b><br><i>Total of Liabilities and Equities</i>  | <b>1.078.649</b>       | <b>100%</b>                     | <b>1.276.900</b>       | <b>100%</b>                     |

Struktur modal DAMRI tahun 2020 terdiri atas 54% Liabilitas dan 46% Ekuitas.

Struktur modal DAMRI tahun 2019 terdiri atas 38% Liabilitas dan 62% Ekuitas.

*DAMRI's capital structure in 2020 consists of 54% Liabilities and 46% Equity.*

*DAMRI's capital structure in 2019 consisted of 38% Liabilities and 62% Equity.*

## Kebijakan Manajemen atas Struktur Modal dan Dasar Pemilihannya

DAMRI menetapkan kebijakan struktur modal yang lebih menekankan pada penggunaan ekuitas. Struktur Ekuitas DAMRI terdiri atas: Modal Disetor, Penyertaan Modal Negara, Bantuan Pemerintah Yang Belum Ditetapkan Statusnya (BPYBDS), Modal Sumbangan, Cadangan, dan Saldo Laba (Rugi) berjalan.

## Management Policy on Capital Structure and Basic Selection

*DAMRI has established a capital structure policy that emphasizes the use of equity. DAMRI's Equity Structure consists of: Paid-in Capital, State Equity Participation, Unstated Government Assistance (BPYBDS), Contributed Capital, Reserves, and Current Profit (Loss) Balance.*



# Ikatan Material Atas Investasi Barang Modal

## Investasi Barang Modal

### *Material Bond on Capital Goods Investment*

### *Capital Goods Investment*

DAMRI memiliki ikatan material terkait investasi barang modal. Pada tahun 2020 DAMRI memiliki perjanjian perikatan yang signifikan dengan vendor sebagai berikut:

*DAMRI has material commitments related to capital goods investment. In 2020 DAMRI has significant engagement agreements with vendors as follows:*

| No | Jenis Ikatan<br><i>Type Of Contract</i>                                                                                                                                                                                                                                                        | Pelaksana<br><i>Executor</i>                   | Tujuan<br><i>Goal</i>                                                                                                                   | Mata Uang & Nilai<br><i>Currency and Value</i> |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| 1  | Kontrak Pengadaan 3 Unit Mikrobus Toyota Hi-Ace Commuter Manual di Serang<br><i>Contract for Procurement of 3 Toyota Hi-Ace Commuter Manual Microbus Units in Serang</i>                                                                                                                       | PT. Plaza Auto Prima, Cabang Pemuda Rawamangun | Peningkatan kapasitas dan produktivitas kepada konsumen KSPN<br><i>Peningkatan kapasitas dan produktivitas kepada konsumen KSPN</i>     | Rp 1.313.010.000                               |
| 2  | Pengadaan Jasa <i>Outsourcing</i> Tenaga Kerja Pramudi dan Asisten Pramudi untuk Angkutan KSPN<br><i>Procurement of Outsourcing Services for Drivers and Driver Assistants for KSPN Transportation</i>                                                                                         | PT. Dutagaruda Piranti Prima                   | Peningkatan kapasitas, produktivitas dan pelayanan kepada Konsumen<br><i>Increased capacity, productivity and service to consumers.</i> | Rp 6.355.759.605                               |
| 3  | Kontrak Pengadaan 20 Unit Mikrobus Toyota Hi-Ace Commuter Manual di Medan dan Yogyakarta<br><i>Contract for the Procurement of 20 Toyota Hi-Ace Commuter Manual Microbus Units in Medan and Yogyakarta</i>                                                                                     | PT. Tunas Ridean, TBK Cabang Jatinegara        | Peningkatan kapasitas dan produktivitas kepada konsumen KSPN<br><i>Capacity building and productivity for KSPN consumers.</i>           | Rp 9.130.400.000                               |
| 4  | Kontrak Pengadaan 28 Unit Mikrobus Toyota Hi-Ace Commuter Manual di Pangkal Pinang, Serang, Malang, Halmahera, Manado, dan Makassar<br><i>Procurement Contract for 28 Units of Toyota Hi-Ace Commuter Manual Microbuses in Pangkal Pinang, Serang, Malang, Halmahera, Manado and Makassar.</i> | PT. Tunas Ridean, TBK Cabang Jatinegara        | Peningkatan kapasitas dan produktivitas kepada konsumen KSPN<br><i>Capacity building and productivity for KSPN consumers.</i>           | Rp 12.330.790.000                              |



## Tujuan Ikatan Material Investasi Barang Modal

Selama tahun 2020, DAMRI melakukan ikatan material untuk investasi barang dan modal dan pelayanan dengan tujuan peningkatan kapasitas, produktivitas dan pelayanan kepada Konsumen.

## Sumber Dana

Sumber pendanaan atas belanja modal berasal dari dana internal DAMRI dan hutang kepada pihak luar.

## Langkah Perlindungan Risiko Mata Uang

Pada tahun 2020, tidak terdapat ikatan dalam mata uang asing sesuai dengan Peraturan Bank Indonesia terkait dengan kewajiban penggunaan rupiah dalam setiap transaksi di wilayah Negara Kesatuan Republik Indonesia. Selain itu, laporan Keuangan DAMRI disusun dalam mata uang rupiah.

## Purpose Of Capital Goods Investment Material Bond

During 2020, DAMRI made material commitments for investment in goods and capital and services with the aim of increasing capacity, productivity and services to consumers.

## Source of Funds

Sources of funding for capital expenditures come from DAMRI's internal funds and debts to external parties.

## Currency Risk Protection Measures

In 2020, there are no bonds in foreign currencies in accordance with Bank Indonesia Regulations related to the mandatory use of rupiah in every transaction within the territory of the Unitary State of the Republic of Indonesia. In addition, DAMRI's Financial statements are prepared in rupiah.



## Target Perusahaan Di Awal 2020 Dibanding Realisasi Tahun 2020 dan Target 2021

### Company Targets In The Early 2020 Compared To The Realization of 2020 And The Targets of 2021

## Pencapaian Target 2020 Laporan Keuangan Laba Rugi

## 2020 Target Achievement Financial Statements Profit and Loss

Tabel Laba Rugi (Dalam Ribu Rupiah) Laba  
Profit and Loss Table (In Thousand Rupiah)

| No | Uraian<br>Description                   | Tahun 2020 Year of 2020 |                       | Pencapaian (%)<br>Achievement (%) |
|----|-----------------------------------------|-------------------------|-----------------------|-----------------------------------|
|    |                                         | RKAP                    | Realisasi Realization |                                   |
| 1  | 2                                       | 3                       | 4                     | 5 (4:3)                           |
| 1  | Pendapatan Usaha<br>Operating Revenues  | 706.132.751             | 738.335.210           | 105%                              |
| 2  | Beban Operasional<br>Operating Expenses | 623.745.798             | 643.459.570           | 103%                              |
| 3  | Beban Pemasaran<br>Marketing Expenses   | 29.173.299              | 27.187.548            | 93%                               |



| No | Uraian<br>Description                                              | Tahun 2020 Year of 2020 |                       | Pencapaian (%)<br>Achievement (%) |
|----|--------------------------------------------------------------------|-------------------------|-----------------------|-----------------------------------|
|    |                                                                    | RKAP                    | Realisasi Realization |                                   |
| 1  | 2                                                                  | 3                       | 4                     | 5 (4:3)                           |
| 4  | Beban Administrasi dan Umum<br>Administration and General Expenses | 228.542.219             | 279.599.144           | 122%                              |
| 5  | Laba (Rugi) Usaha<br>Profit (Loss) Business                        | (175.328.565)           | (211.911.052)         | 121%                              |
| 6  | Pendapatan dan Beban Lain:<br>Other Income and Expenses:           |                         |                       |                                   |
|    | Pendapatan Lain-Lain<br>Other Income                               | 6.131.911               | 658.305               | 11%                               |
|    | Beban Lain-lain<br>Other Expenses                                  | 4.165.230               | (15.205.054)          | -365%                             |
| 7  | Laba (Rugi) Sebelum Pajak<br>Profit (Loss) Before Tax              | 173.361.885             | (242.219.934)         | -140%                             |
| 8  | Beban Pajak Kini dan Tangguhan<br>Current and Deferred Tax Burden  | 5.482.659               | 22.142.523            | 404%                              |
| 9  | Laba Tahun Berjalan<br>Current Year Profit                         | (178.844.544)           | (220.077.411)         | 123%                              |

Pendapatan Usaha telah mencapai yang ditargetkan (terrealisasi sebesar 105%) dengan laba tahun berjalan sebesar 123% di tahun 2020.

Operating Revenue has achieved the target (realized by 105%) with a profit for the year of 123% in 2020.

## Laporan Posisi Keuangan

## Statement of Financial Position

Tabel Laporan Posisi Keuangan (dalam Ribu Rupiah)  
Table of Statement of Financial Position (in Thousand Rupiah)

| No                | Uraian<br>Description                            | Tahun 2020 Year of 2020 |                       | Pencapaian (%)<br>Achievement (%) |
|-------------------|--------------------------------------------------|-------------------------|-----------------------|-----------------------------------|
|                   |                                                  | RKAP                    | Realisasi Realization |                                   |
| 1                 | 2                                                |                         | 4                     |                                   |
| <b>Aset Asset</b> |                                                  |                         |                       |                                   |
| 1                 | Aset Lancar<br>Current Assets                    | 159.472.378             | 125.248.433           | 79%                               |
| 2                 | Aset Tetap<br>Fixed Assets                       | 1.012.555.962           | 945.985.928           | 93%                               |
| 3                 | Investasi Jangka Panjang<br>Long Term Investment | 319.000                 | 319.000               | 100%                              |
| 4                 | Aset lain-lain<br>Miscellaneous Assets           | 4.450.817               | 1.918.001             | 43%                               |
|                   | <b>Jumlah Aset<br/>Total Assets</b>              | <b>1.176.798.157</b>    | <b>1.073.471.362</b>  | <b>91%</b>                        |

| No                                                | Uraian<br><i>Description</i>                                         | Tahun 2020    | <i>Year of 2020</i>          | Pencapaian (%)<br><i>Achievement (%)</i> |
|---------------------------------------------------|----------------------------------------------------------------------|---------------|------------------------------|------------------------------------------|
|                                                   |                                                                      | RKAP          | Realisasi <i>Realization</i> |                                          |
| 1                                                 | 2                                                                    |               | 4                            |                                          |
| Libilitas dan Ekuitas <i>Liability and Equity</i> |                                                                      |               |                              |                                          |
| 5                                                 | Liabilitas Jangka Pendek<br><i>Short-Term Liabilities</i>            | 72.671.939    | 123.002.257                  | 169%                                     |
| 6                                                 | Liabilitas Jangka Panjang<br><i>Long-Term Liabilities</i>            | 407.727.251   | 461.222.321                  | 113%                                     |
| 7                                                 | Ekuitas<br><i>Equity</i>                                             | 699.045.290   | 494.425.028                  | 71%                                      |
|                                                   | Jumlah Liabilitas dan Ekuitas<br><i>Total Liabilities and Equity</i> | 1.179.444.480 | 1.078.649.606                | 91%                                      |

Target Aset terealisasi sebesar 91%, sedangkan target ekuitas terealisasi sebesar 71%. Hal ini sejalan dengan realisasi target usaha.

The asset target was realized at 91%, while the equity target was realized at 71%. This is in line with the business targets realization.

## SDM, Alat Produksi, dan Produksi

## HR, Production Equipment, and Production

Tabel SDM, Alat Produksi, dan Produksi  
HR, Production Equipment, and Production Table

| No | Uraian<br>Description                                | Tahun 2020 | Year of 2020          | Pencapaian (%)<br>Achievement (%) |
|----|------------------------------------------------------|------------|-----------------------|-----------------------------------|
|    |                                                      | RKAP       | Realisasi Realization |                                   |
| 1  | 2                                                    | 3          | 4                     | 5 (4:3)                           |
| 1  | SDM (orang)<br>HR (people)                           | 5.273      | 5.105                 | 96,81%                            |
|    | Rasio SDM : SO<br>HR Ratio : SO                      | 4,36       |                       |                                   |
| 2  | Alat Produksi<br>Production Tools                    |            |                       |                                   |
|    | a. Armada<br>Fleet                                   | 2.855      | 2.869                 | 100,49%                           |
|    | b. Siap Guna (SG)<br>Ready to Use                    | 2.766      | 2.780                 | 100,51%                           |
|    | c. Siap Guna Operasi (SGO)<br>Ready for Operation    | 2.217      | 2.125                 | 95,86%                            |
|    | d. Siap Operasi (SO)<br>Ready for Operation          | 1.209      | 1.155                 | 95,55%                            |
| 3  | Produksi<br>Production                               |            |                       |                                   |
|    | a. Jumlah Hari Jalan<br>Number of Road Days          | 439.571    | 422.679               | 96,16%                            |
|    | b. Jumlah Perjalanan (Rit)<br>Number of Trips (Rits) | 1.798.228  | 1.676.887             | 93,25%                            |
|    | c. Panjang Perjalanan (km)<br>Travel Length (km)     | 103.129    | 102.414               | 99,31%                            |

| No | Uraian<br>Description                       | Tahun 2020<br>RKAP | Year of 2020<br>Realisasi Realization | Pencapaian (%)<br>Achievement (%) |
|----|---------------------------------------------|--------------------|---------------------------------------|-----------------------------------|
|    |                                             | 3                  | 4                                     | 5 (4:3)                           |
| 1  | 2                                           | 3                  | 4                                     | 5 (4:3)                           |
|    | d. Jasa Angkutan<br>Transportation Services |                    |                                       |                                   |
|    | - Pelanggan (orang)<br>Customers (people)   | 22.208             | 18.840                                | 84,83%                            |
|    | - Pelanggan (km)<br>Customers(km)           | 425.655            | 424.746                               | 99,79%                            |
|    | - Ton-Km<br>Tonase - km                     | 24.154             | 47.899                                | 198,31%                           |

## Target 2021

### Laporan Keuangan

### Laba Rugi

## Targets 2021

### Financial Statements

### Profit and Loss

Tabel Laba Rugi Target 2021 (dalam Ribu Rupiah)  
Table of Profit and Loss Target 2021 (in Thousand Rupiah)

| No | Uraian<br>Description                                               | RKAP 2021                            |
|----|---------------------------------------------------------------------|--------------------------------------|
| 1  | 2                                                                   | Company Work Plan and Budget of 2021 |
| 1  | Pendapatan Usaha<br>Operating Revenues                              | 701.577.892                          |
|    | Subsidi Operasional<br>Operational Subsidy                          | 226.978.026                          |
|    | Pendapatan Usaha Bersih<br>Net Operating Income                     | 928.555.918                          |
| 2  | Beban Langsung<br>Direct Load                                       | 641.064.134                          |
| 3  | Laba (Rugi) Kotor<br>Gross Profit (Loss)                            | 287.491.784                          |
| 4  | Beban Penjualan<br>Selling Expenses                                 | 33.108.644                           |
| 5  | Beban Umum Adm<br>General Adm. Expenses                             | 233.596.128                          |
| 6  | Laba (Rugi) Usaha Bersih<br>Net Operating Profit (Loss)             | 20.787.013                           |
|    | Pendapatan dan Beban Lain:<br>Other Income and Expenses:            |                                      |
|    | Pendapatan Non Usaha<br>Non-Business Income                         | 6.453.925                            |
|    | Beban Non Usaha<br>Non-Business Expenses                            | 5.904.968                            |
| 7  | Laba (Rugi) Sebelum Pajak<br>Profit (Loss) Before Tax               | 21.335.970                           |
| 8  | Beban Pajak Kini dan Tangguhan:<br>Current and Deferred Tax Burden: | 11.629.923                           |
| 9  | Laba (Rugi) Setelah Pajak<br>Profit (Loss) After Tax                | 9.706.047                            |
| 10 | Total Pendapatan<br>Total Income                                    | 935.426.998                          |
| 11 | Total Biaya<br>Total Cost                                           | 925.720.951                          |
| 12 | Laba (Rugi)<br>Profit and Loss                                      | 9.706.047                            |

## Arus Kas Cash Flow

Tabel Arus Kas Target 2021 (dalam Ribu Rupiah)  
2021 Target Cash Flow Table (in Thousand Rupiah)

| No | Uraian                                  | Uraian                                           | RKAP 2021     |
|----|-----------------------------------------|--------------------------------------------------|---------------|
| 1  | 2                                       |                                                  | 3             |
| 1  | Arus Kas dari Aktivitas Operasf         | Cash Flow from Operating Activities              | 78.670.278    |
| 2  | Arus Kas dari Aktivitas Investasi       | Cash Flow from Investing Activities              | (775.408.114) |
| 3  | Arus Kas dari aktivitas pendanaan       | Cash Flows from Financing Activities             | 631.855.618   |
| 4  | Kenaikan (Penurunan) Kas dan Setara Kas | Increase (Decrease) in Cash and Cash Equivalents | 6.894.030     |
| 5  | Kas Bank dan setara kas Awal            | Bank Cash and Initial Cash Equivalents           | 64.998.669    |
| 6  | Kas Bank dan setara kas Akhir           | Bank Cash and Cash Equivalents Final             | 71.892.698    |

## Laporan Posisi Keuangan Statement of Financial Position

Tabel Laporan Posisi Keuangan Target 2021 (dalam Ribu Rupiah)  
Table of Financial Position Report Target 2021 (in Thousand Rupiah)

| No                                                        | Uraian                        | Description                  | RKAP 2021*    |
|-----------------------------------------------------------|-------------------------------|------------------------------|---------------|
| 1                                                         | 2                             |                              | 3             |
| <b>Aset</b> <i>Assets</i>                                 |                               |                              |               |
| 1                                                         | Aset Lancar                   | Current Assets               | 162.470.133   |
| 2                                                         | Aset tidak Lancar             | Non-Current Assets           | 1.220.902.365 |
| 3                                                         | Aset Dalam Proses             | Assets in Process            | 319.000       |
| 4                                                         | Aset Lain-lain                | Other Assets                 | 4.045.639     |
| 5                                                         | Investasi Jangka Panjang      | Long Term Investment         | 63.890.500    |
| 6                                                         | Jumlah Aset                   | Total Assets                 | 1.451.627.637 |
| <b>Liabilitas dan Ekuitas</b> <i>Liability and Equity</i> |                               |                              |               |
| 7                                                         | Liabilitas Jangka Panjang     | Long-Term Liabilities        | 112.031.088   |
| 8                                                         | Liabilitas Jangka Pendek      | Short-Term Liabilities       | 383.431.609   |
| 9                                                         | Ekuitas                       | Equity                       | 615.814.530   |
|                                                           | Jumlah Liabilitas dan Ekuitas | Total Liabilities and Equity | 1.111.277.227 |

\*Saat ini perusahaan sedang melakukan pembahasan revisi RKAP 2021 sehubungan dengan terjadinya pandemi Covid-19.

\*Currently the company is discussing the revision of the 2021 RKAP in connection with the Covid-19 pandemic.



## SDM, Alat Produksi, dan Produksi

## HR, Production and Production Equipment

Tabel SDM, Alat Produksi, dan Produksi Target 2021  
Table of HR, Production Equipment, and Production Target 2021

| No | Uraian Description                                        | RKAP 2021 |
|----|-----------------------------------------------------------|-----------|
| 1  | 2                                                         | 3         |
| 1  | <b>SDM (orang)</b> <i>HR (people)</i>                     | 5.316     |
|    | Rasio SDM : SO <i>HR Ratio : SO</i>                       | 3,28      |
| 2  | <b>Alat Produksi</b> <i>Production Tools</i>              |           |
|    | a. Armada <i>Fleet</i>                                    | 2.880     |
|    | b. Siap Guna (SG) <i>Ready to Use</i>                     | 2.615     |
|    | c. Siap Guna Operasi (SGO) <i>Ready for Operation Use</i> | 2.150     |
|    | d. Siap Operasi (SO) <i>Ready for Operation</i>           | 1.619     |
| 3  | <b>Produksi</b> <i>Production</i>                         |           |
|    | a. Jumlah Hari Jalan <i>Total Roady Day</i>               | 583.777   |
|    | b. Jumlah Perjalanan (Rit) <i>Total Trip (Rit)</i>        | 2.212.140 |
|    | c. Panjang Perjalanan (km) <i>Long Journey (km)</i>       | 148.921   |
|    | d. Jasa Angkutan <i>Transportation Service</i>            |           |
|    | - Pelanggan (orang) <i>Customer (people)</i>              | 30.605    |
|    | - Pelanggan (km) <i>Customer (km)</i>                     | 745.470   |
|    | - Ton-Km <i>Tonase - km</i>                               | 44.656    |

1. Tahun 2021 jumlah SDM ditargetkan sebanyak 5.316 orang atau 101,37% dari prognosa tahun 2020 dengan rasio SDM terhadap bus Siap Operasi (SO) 1: 3,28 dirasiokan lebih efisien dari prognosa 2020 yang rata-rata SO tahun 2020 menurun akibat *pandemic Covid-19*.
2. Armada pada tahun 2021 sebesar 2.880 atau 99,09% dari prognosa tahun 2020.
3. Siap Guna (SG) pada tahun 2021 sebesar 2.615 atau 99,06% dari prognosa tahun 2020.
4. Siap Guna Operasi (SGO) pada 2021 sebesar 2.150 unit atau 97,91% dari prognosa tahun 2020.
5. Siap Operasi (SO) pada tahun 2021 sebesar 1.619 atau meningkat 32,48% dari prognosa tahun 2020. Diproyeksikan investasi pada tahun 2021 menghasilkan produksi mulai triwulan II.
6. Produksi pada tahun 2021 produksi dari hari jalan, rit, km, dan pelanggan mengalami pertumbuhan yang signifikan dari prognosa tahun 2020 hal ini disebabkan oleh program pengembangan trayek maupun *replacement* sehingga meningkatkan jumlah produksi dan hasil produksi baik pelanggan/orang (segmen bus kota, aglomerasi, dan bandara), pelanggan/km (segmen angkutan kota, antar negara dan perintis), serta ton/km untuk angkutan barang.

1. In 2021 the number of human resources is targeted at 5,316 people or 101.37% of the 2020 prognosis with a ratio of HR to Ready for Operation (SO) buses of 1: 3.28, which is more efficient than the 2020 prognosis, with the decreased average SO in 2020 due to the *pandemic Covid-19*.
2. The fleet in 2021 is 2,880 or 99.09% of the 2020 prognosis.
3. Ready to Use (SG) in 2021 is 2,615 or 99.06% of the 2020 prognosis.
4. Ready for Operation (SGO) in 2021 by 2,150 units or 97.91% of the 2020 prognosis.
5. Ready for Operation (SO) in 2021 is 1,619 or an increase of 32.48% from the prognosis in 2020. It is projected that investment in 2021 will produce production starting in the second quarter.
6. Production in 2021, production from road days, trips, km, and customers experienced significant growth from the 2020 prognosis, this was due to route development and replacement programs, thereby increasing the number of production and production results for both customers/persons (city bus segment, agglomerations, and airports), customers/km (segment of urban, inter-country and pioneer transportation), and tons/km for freight transportation.

## Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntansi

### *Material Information and Facts Occurring After The Date of The Accounting Report*

1. Pada 7 Januari 2021 dilaksanakan pengangkatan Direktur Keuangan yang dijabat oleh Joni Prasetyanto.
2. Pada 28 Januari 2021 dilaksanakan pengangkatan Ketua Dewan Pengawas yang dijabat oleh Sam Budigusdian.

1. On January 7, 2021, the Director of Finance was appointed, Joni Prasetyanto.
2. On January 28, 2021, the Chairman of the Supervisory Board was appointed, Sam Budigusdian.

## Uraian Tentang Prospek Usaha Perusahaan *Description of The Company's Business Prospects*

Dalam pengembangan prospek usaha perusahaan, DAMRI telah melakukan pengembangan trayek baru untuk jasa angkutan transportasi penumpang dan logistik, melakukan ekspansi bisnis dengan membuka kerjasama dengan pemerintah pusat/pemerintah daerah/BUMN/BUMD/pihak swasta melalui kajian bisnis. Berikut adalah uraian prospek usaha perusahaan pada tahun 2020, yaitu:

### **1. Tender Pupuk Indonesia**

DAMRI bekerja sama dengan Pupuk Indonesia selaku *Holding Company* Badan Usaha Milik Negara (BUMN) dalam bidang jasa transportasi barang hasil jadi pabrik (pupuk) menuju gudang penyimpanan untuk perusahaan PT. Pupuk Kujang dan PT. Petrokimia Gresik.

### **2. Tender AJAP DIRJEN Pajak**

Dalam kerja sama ini, DAMRI menyediakan angkutan karyawan dari dan menuju Kantor Pusat Dirjen Pajak yang berlokasi di Rawamangun.

In developing the company's business prospects, DAMRI has developed new routes for passenger transportation and logistics services, expanded its business by opening cooperation with the central government/local government/BUMN/BUMD/private parties through business studies. The following is a description of the company's business prospects in 2020, namely:

### **1. Indonesian Fertilizer Tender**

DAMRI cooperates with Pupuk Indonesia as the *Holding Company* of State-Owned Enterprises (BUMN) in the field of transportation services for factory finished goods (fertilizer) to the storage warehouse for the company PT. Pupuk Kujang and PT Petrokimia Gresik.

### **2. AJAP Tender for the Director General of Taxes**

In this collaboration, DAMRI provides transportation for employees to and from the Head Office of the Director General of Taxes, which is located in Rawamangun.

### 3. Subsidi Pemerintah

Damri bekerjasama dengan Pemerintah Pusat/ Pemerintah Daerah dalam menjalankan beberapa segmen usaha.

#### a. Angkutan Perintis

Pertumbuhan segmen perintis berkisar antara 10-15% pertahun dan merupakan angkutan penugasan dari Kementerian Perhubungan.

#### b. Angkutan KSPN

DAMRI sebagai penyedia angkutan pariwisata berfokus kepada 11 lokasi Kawasan Strategis Pariwisata Nasional (KSPN), yaitu: Labuan Bajo, Morotai, Toraja, Bromo, Tanjung Lesung, Tangjung Kelayang, Wakatobi, dan Likupang.

#### c. Angkutan PEN

Berdasarkan Peraturan Pemerintah Nomor 43 Tahun 2020, pemerintah dapat melakukan kebijakan pemulihan ekonomi nasional melalui belanja negara sesuai dengan ketentuan peraturan perundang-undangan, sebagaimana telah diatur penyelenggaraan pelayanan angkutan penumpang umum pada kawasan strategis nasional di kawasan pariwisata dan simpul transportasi dapat dilaksanakan melalui penugasan kepada Perusahaan Umum (Perum) DAMRI.

#### d. Angkutan Barang Tol Laut

Bahwa untuk menunjang pelayanan angkutan barang dari dan ke daerah tertinggal, terpencil, terluar, dan perbatasan, diperlukan kewajiban pelayanan publik angkutan barang di jalan dari dan ke daerah tertinggal, terpencil, terluar, dan perbatasan. Sesuai dengan ketentuan Peraturan Menteri Perhubungan Nomor PM 10 Tahun 2020 tentang Pedoman Pelaksanaan Penyelenggaraan Kewajiban Pelayanan Publik Angkutan Barang di Jalan dari dan ke daerah tertinggal, terpencil, terluar, (3T) dan perbatasan dapat dilaksanakan melalui penugasan kepada Perusahaan Umum (Perum) DAMRI.

#### e. Angkutan Buy The Service (BTS)

Kegiatan tender yang diselenggarakan oleh Direktorat Angkutan Jalan Kementerian Perhubungan dalam Pengembangan Angkutan Massal Berbasis Jalan di Kawasan Perkotaan dengan Skema Pembelian Layanan di Kota Surakarta dan Medan.

#### f. Kerja sama dengan PT. Pelni

Merupakan langkah kerja sama dengan Perusahaan BUMN di bidang angkutan logistik dalam rangka Sinergisitas Pelayanan Publik Angkutan Barang Tol Laut di Jalan dan ke Daerah Tertinggal, Terpencil, Terluar dan Perbatasan. Peningkatan akses transportasi dan distribusi barang tol laut di jalan dari dan ke daerah tertinggal, terpencil, terluar dan perbatasan.

### 3. Government Subsidy

*Damri cooperates with the Central Government/Local Government in running several business segments.*

#### a. Pioneer Transport

*The growth of the pioneer segment ranges from 10-15% per year and is an assignment from the Ministry of Transportation.*

#### b. KSPN Transportation

*DAMRI as a tourism transportation provider focuses on 11 locations of the National Tourism Strategic Area (KSPN), namely: Labuan Bajo, Morotai, Toraja, Bromo, Tanjung Lesung, Tangjung Kelayang, Wakatobi, and Likupang.*

#### c. PEN Transportation

*Based on Government Regulation Number 43 of 2020, the government can carry out national economic recovery policies through state expenditures in accordance with the provisions of laws and regulations, regulated by the implementation of public passenger transportation services in national strategic areas in tourism areas and transportation nodes can be carried out through assignments to the Public Company (Perum) DAMRI.*

#### d. Sea Toll Freight Transportation

*That to support goods transportation services from and to underdeveloped, remote, outermost, and border areas, it is necessary to have mandatory public service transportation of goods on the road to and from underdeveloped, remote, outermost, and border areas. In accordance with the provisions of the Minister of Transportation Regulation Number PM 10 of 2020 concerning Guidelines for Implementing the Obligation of Public Service Transportation of goods on the road from and to disadvantaged, remote, outermost, (3T) and border areas can be carried out through assignments to Public Company (Perum) DAMRI.*

#### e. Buy The Service (BTS) transportation

*Tender activity organized by the Directorate of Road Transportation of the Ministry of Transportation in the Development of Road-Based Mass Transportation in Urban Areas with Service Purchase Schemes in Surakarta and Medan.*

#### f. Cooperation with PT. Pelni

*This is a cooperation with state-owned companies in the logistics transportation sector in the context of Synergizing Public Service Transportation of Sea Toll Goods on the Road and to Disadvantaged, Remote, Outermost and Border Areas. Increasing access to transportation and distribution of sea toll goods on the road to and from underdeveloped, remote, outermost and border areas.*



**g. Kerja sama dengan PT. Kereta Cepat Indonesia China (KCIC)**

Merupakan langkah kerja sama dengan Perusahaan BUMN di bidang angkutan penumpang dalam menyediakan kebutuhan shuttle bus untuk mendukung arus mobilisasi penumpang dari dan ke semua stasiun di Halim, Karawang, Walini, Tegalluar, dan stasiun lain serta bisnis pendukung lainnya.

**h. Kerja sama dengan PT. Krakatau Tourism Development**

Merupakan langkah kerjasama dengan Perusahaan BUMN di bidang pengembangan pariwisata untuk optimalisasi trayek *existing* DAMRI di Lampung.

**i. Kerja sama dengan LORENA**

Merupakan langkah kerjasama dengan perusahaan swasta di bidang logistik dengan mengimplementasikan teknologi dalam kegiatan operasionalnya.

**j. Kerja Sama Penyusunan Masterplan Cluster Transportasi dan Logistik BUMN**

Berdasarkan Surat Kementerian BUMN Nomor S.6/WK2.MBU/02/2020 tanggal 6 Februari 2020 perihal pembentukan *Cluster* BUMN Binaan Wakil Menteri II terkait Transportasi dan Logistik, terbentuklah Kerja sama antara PT. KAI, PERUM DAMRI, PERUM PPD, PT. POS, PT. VTP dengan Boston Consulting Group (BCG) selaku konsultan terpilih.

**k. Kerja sama Antara DAMRI dengan Asian Development Bank (ADB): Riset & Pendanaan Penggunaan Bus Listrik pada Segmen Bandara**

Kerjasama antara DAMRI dengan Asian Development Bank (ADB) adalah salah satu bentuk dukungan atas konversi armada segmen bus bandara Damri dari bus berbahan bakar fosil menjadi bus listrik (*Full Electric Bus*).

**l. Kerja sama Antara DAMRI dengan Badan Pengelola Keuangan Haji (BPKH) untuk mengembangkan Joint Venture Company di Arab Saudi**

Kerja sama ini bertujuan untuk memperluas jaringan bisnis di Arab Saudi. Adanya kolaborasi ini menunjukkan adanya sinergitas antara Pemerintah Indonesia dengan Pemerintah Arab Saudi dalam perluasan jaringan transportasi DAMRI di Timur Tengah.

**g. Cooperation with PT. Indonesia China Fast Train (KCIC)**

*This is a cooperation with state-owned companies in the field of passenger transportation in providing shuttle bus needs to support the flow of passenger mobilization from and to all stations in Halim, Karawang, Walini, Tegalluar, and other stations as well as other supporting businesses.*

**h. Cooperation with PT. Krakatau Tourism Development**

*This is a cooperation with state-owned companies in the field of tourism development to optimize the existing DAMRI route in Lampung.*

**i. Cooperation with LORENA**

*This is a cooperation with private companies in the logistics sector by implementing technology in their operational activities.*

**j. Cooperation in the Preparation of the Masterplan Cluster Transportation and Logistics of SOEs**

*Based on the SOE Ministry Letter Number S.6/WK2.MBU/02/2020 dated February 6, 2020 regarding the formation of the SOE Cluster Assisted by the Deputy Minister II related to Transportation and Logistics, a collaboration between PT. KAI, PERUM DAMRI, PERUM PPD, PT. POS, PT. VTP with Boston Consulting Group (BCG) as the selected consultant.*

**k. Cooperation between DAMRI and the Asian Development Bank (ADB): Research & Funding for the Use of Electric Buses in the Airport Segment**

*The collaboration between DAMRI and the Asian Development Bank (ADB) is a form of support for the conversion of the Damri airport bus segment fleet from fossil fuel buses to electric buses (Full Electric Bus).*

**l. Cooperation between DAMRI and the Hajj Financial Management Agency (BPKH) to develop a Joint Venture Company in Saudi Arabia**

*This collaboration aims to expand business networks in Saudi Arabia. This collaboration shows the synergy between the Government of Indonesia and the Government of Saudi Arabia in expanding the DAMRI transportation network in the Middle East.*



## Uraian Tentang Aspek Pemasaran

### *Description of Marketing Aspects*



Pada tahun 2020, Damri telah melaksanakan beberapa kegiatan pemasaran dalam rangka mendukung sasaran di bidang pemasaran, antara lain yaitu:

1. Meningkatkan pelayanan dan pengalaman pelanggan

Damri berkomitmen untuk dapat meningkatkan pelayanan dan pengalaman pelanggan dengan menambah saluran penjualan dan pembayaran tiket guna memberi kemudahan kepada pelanggan dalam pembelian tiket bus melalui DAMRI APPS atau Situs Penjualan Tiket DAMRI ([tiket.damri.co.id](http://tiket.damri.co.id)).

2. Meningkatkan *product awareness* pada pelanggan serta penjualan tiket bus pada trayek baru, trayek existing, KSPN, JRC, dan Perintis.

Dalam rangka meningkatkan *product awareness* guna meningkatkan penjualan tiket maka damri melakukan promosi secara *online* dan *offline*.

a. *Online* : Promosi secara online dilakukan melalui pembuatan dan pengunggahan konten terkait trayek-trayek damri pada kanal *media social* seperti Instagram, Facebook, Twitter, dan Youtube, memutakhirkan isi dari situs resmi perusahaan melalui *website* [damri.co.id](http://damri.co.id), serta melakukan *digital ads placement* melalui kanal *media social*.

b. *Offline* : Promosi secara offline dilakukan melalui pembuatan dan pembukaan *booth-booth*, *banner*, *x-banner*, *flyer*, dan *backdrop* pada momen-momen khusus, seperti Hari Raya Idul Fitri, Hari Natal, Tahun Baru, dan pada peresmian trayek baru.

3. Pengembangan bidang usaha bersama dengan Pihak swasta/BUMN

Menjalin kerjasama dengan pihak swasta maupun BUMN dalam hal pengembangan trayek. Pada tahun 2020, Sub Divisi Pemasaran telah melakukan pengembangan trayek segmen angkutan antar kota dengan jenis angkutan *Shuttle* antara 1 (satu) kota dengan kota lainnya.

*In 2020, Damri has carried out several marketing activities in order to support targets in the marketing sector, including:*

1. *Improve customer service and experience*

*Damri is committed to improving customer service and experience by adding ticket sales and payment channels to make it easier for customers to purchase bus tickets through DAMRI APPS or the DAMRI Ticket Sales Site ([tiket.damri.co.id](http://tiket.damri.co.id)).*

2. *Increasing product awareness to customers and selling bus tickets on new routes, existing routes, KSPN, JRC, and Perintis.*

*In order to increase product awareness to increase ticket sales, Damri conducts online and offline promotions.*

a. *Online: Online promotion is carried out through the creation and upload of content related to Damri routes on social media channels such as Instagram, Facebook, Twitter, and Youtube, updating the contents of the company's official website through the [damri.co.id](http://damri.co.id) website, and conduct digital ads placement through social media channels.*

b. *Offline: Offline promotion is carried out through the creation and opening of booths, banners, x-banners, flyers and backdrops on special occasions, such as Eid al-Fitr, Christmas Day, New Year's Day, and at the inauguration of new routes.*

3. *Development of joint business fields with private parties/BUMN*

*Collaborating with the private sector and SOEs in terms of route development. In 2020, the Marketing Sub Division has developed inter-city transportation segment routes with the type of shuttle transportation between 1 (one) city and another city.*

## Program Kepemilikan Saham oleh Karyawan dan/atau Manajemen yang Dilakukan Perusahaan (ESOP/MSOP)

### *Share Ownership Program By Employees and/or Management Performed By The Company (ESOP/MSOP)*

Tidak terdapat program kepemilikan oleh karyawan dan/atau manajemen yang dilakukan perusahaan (ESOP)/MSOP) pada tahun 2020.

*There is no employee ownership and/or management program conducted by the company (ESOP)/MSOP) in 2020.*



## Realisasi Penggunaan Dana Hasil Penawaran Umum

### *Realization of The Use of Public Offering Funds*

Tidak terdapat realisasi penggunaan dana hasil penawaran umum di tahun 2020.

*There is no realization of the use of proceeds from the public offering in 2020.*

# Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, atau Restrukturisasi Hutang/Modal

*Divestment, Business Merger/Consolidation, Acquisition, or Debt/Capital Restructuring*

Tidak terdapat divestasi, penggabungan/peleburan usaha, akuisisi, atau restrukturisasi hutang/modal di tahun 2020.

*There were no divestments, business mergers/consolidations, acquisitions, or debt/capital restructuring in 2020.*

# Informasi Material Terkait Investasi, Ekspansi, Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, atau Restrukturisasi Hutang/Modal

*Material Information Related To Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition, or Debt/Capital Restructuring*

Tidak terdapat informasi material terkait investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, atau restrukturisasi.

*There is no material information related to investment, expansion, divestment, merger/consolidation, acquisition, or restructuring.*





# Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi

## *Material Transaction Information Containing Conflict of Interest and/or Transactions with Affiliated Parties*

Sepanjang tahun 2020, DAMRI tidak memiliki transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi.

### Transaksi Dengan Pihak Afiliasi

Sepanjang tahun 2020, DAMRI tidak memiliki transaksi dengan pihak afiliasi sehingga tidak terdapat informasi nama pihak, sifat hubungan afiliasi, kewajaran transaksi, alasan dilakukannya transaksi, realisasi transaksi, kebijakan mekanisme reuiv atas transaksi, serta pemenuhan peraturan dan ketentuan terkait.

*Throughout 2020, DAMRI did not have material transactions containing conflicts of interest and/or transactions with affiliated parties.*

### *Transactions with Affiliated Parties*

*Throughout 2020, DAMRI did not have transactions with affiliated parties therefore no information on the names of parties, the nature of the affiliated relationship, the fairness of the transaction, the reason for the transaction, the realization of the transaction, the policy of the review mechanism for the transaction, as well as the fulfillment of related rules and regulations.*

## Transaksi Dengan Pihak Berelasi

### *Transactions with Related Parties*

Tabel Nama Pihak dan Sifat Hubungan Berelasi  
*Table of Party Names and Nature of Relationships*

| No | Pihak Berelasi/Related Parties          | Sifat Berelasi/Related Nature                                                                                                    | Transaksi/Transaction                                                             |
|----|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| 1  | PT Bank Rakyat Indonesia (Persero) Tbk. | Institusi Keuangan yang Dikendalikan oleh Pemerintah RI<br><i>Financial Institutions Controlled by the Indonesian Government</i> | Penempatan Kas dan Bank, Deposito<br><i>Placement of Cash and Banks, Deposits</i> |
| 2  | PT Bank Negara Indonesia (Persero) Tbk. | Institusi Keuangan yang Dikendalikan oleh Pemerintah RI<br><i>Financial Institutions Controlled by the Indonesian Government</i> | Penempatan Kas dan Bank, Deposito<br><i>Placement of Cash and Banks, Deposits</i> |
| 3  | PT Bank Tabungan Negara (Persero) Tbk.  | Institusi Keuangan yang Dikendalikan oleh Pemerintah RI<br><i>Financial Institutions Controlled by the Indonesian Government</i> | Penempatan Kas dan Bank, Deposito<br><i>Placement of Cash and Banks, Deposits</i> |
| 4  | PT Bank Mandiri (Persero) Tbk.          | Institusi Keuangan yang Dikendalikan oleh Pemerintah RI<br><i>Financial Institutions Controlled by the Indonesian Government</i> | Penempatan Kas dan Bank, Deposito<br><i>Placement of Cash and Banks, Deposits</i> |



## Kewajaran Transaksi

Transaksi dengan pihak berelasi telah dilakukan secara wajar sesuai dengan kepentingan Perusahaan. Transaksi telah dilakukan sesuai dengan peraturan perundang-undangan dan bebas dari konflik kepentingan.

## Alasan Dilakukannya Transaksi

Seluruh transaksi dengan pihak berelasi dilaksanakan atas dasar alasan kebutuhan usaha serta ditujukan untuk meningkatkan kinerja Perusahaan.

## Realisasi Transaksi

Dalam kegiatan usahanya, Perusahaan melakukan transaksi tertentu dengan pihak-pihak berelasi diantaranya adalah Perusahaan menempatkan dana pada Bank Pemerintah dengan persyaratan dan tingkat bunga normal sebagaimana berlaku untuk nasabah bank pihak ketiga.

## Transaction Fairness

Transactions with related parties have been carried out fairly in accordance with the interests of the Company. The transaction has been carried out in accordance with the laws and regulations and is free from conflicts of interest.

## Reason for The Transaction

All transactions with related parties are carried out on the basis of business needs and are aimed at improving the Company's performance.

## Transaction Realization

In its business activities, the Company conducts certain transactions with related parties, among which the Company places funds in Government Banks with normal terms and interest rates as applicable to third party bank customers.

Tabel Transaksi dengan Pihak-pihak Berelasi pada Tanggal Laporan Posisi Keuangan  
Table of Transactions with Related Parties on Statement of Financial Position Date

| Keterangan<br>Description                            | Tahun<br>Year |               | Pertumbuhan<br>Growth |
|------------------------------------------------------|---------------|---------------|-----------------------|
|                                                      | 2020          | 2019          |                       |
| Kas Setara Kas<br><i>Cash &amp; Cash Equivalents</i> | 3.040         | 2.743         | 90%                   |
| PT Bank Rakyat Indonesia (Persero) Tbk               | 3.096         | 22.378        | 723%                  |
| PT Bank Negara Indonesia (Persero) Tbk               | 8.074         | 25.910        | 321%                  |
| PT Bank Mandiri (Persero) Tbk                        | 37.918        | 27.042        | 71%                   |
| PT Bank Tabungan Negara (Persero) Tbk                | 59            | 345           | 585%                  |
| <b>Jumlah Total</b>                                  | <b>49.147</b> | <b>75.675</b> | <b>154%</b>           |
| <b>Deposito Deposit</b>                              |               |               |                       |
| PT Bank Rakyat Indonesia (Persero) Tbk               | 10.000        | 8.500         |                       |
| PT Bank Tabungan Negara (Persero) Tbk                | 1.366         | 6.906         | 506%                  |
| PT Bank Negara Indonesia (Persero) Tbk               | -             | 7.000         | -                     |
| PT Bank Mandiri (Persero) Tbk                        | -             | -             | -                     |
| PT Bank Rakyat Indonesia Agroniaga Tbk               |               |               |                       |
| <b>Jumlah Total</b>                                  | <b>11.366</b> | <b>22.406</b> | <b>197%</b>           |
| <b>Pihak Ketiga Third Party</b>                      |               |               |                       |
| PT Bank Bukopin Syariah                              | 248           | 2.322         | 936%                  |
| PT Bank Pembangunan Daerah                           | 1.128         | 3.520         | 312%                  |
| PT Bank Mega Tbk                                     | 654           | 653           | 100%                  |
| PT Bank Rakyat Indonesia Syariah                     | 1.156         | 11            | 1%                    |
| PT Bank Bukopin Tbk                                  | 1.096         | -             | 0%                    |
| PT Bank Central Asia Tbk                             | 20            | 20            | 100%                  |
| PT Bank Muamalat Indonesia Tbk                       | 11            | 115           | 1045%                 |

| Keterangan<br>Description                                                            | Tahun<br>Year |                | Pertumbuhan<br>Growth |
|--------------------------------------------------------------------------------------|---------------|----------------|-----------------------|
|                                                                                      | 2020          | 2019           |                       |
| PT Bank DKI                                                                          | 1.110         | 1.626          | 146%                  |
| PT Bank Rakyat Indonesia Agroniaga Tbk                                               | 2.348         | -              | 0%                    |
| PT Bank Rakyat Indonesia Escrow                                                      | 2.550         | -              | 0%                    |
| <b>Jumlah Total</b>                                                                  | <b>10.321</b> | <b>8.267</b>   | <b>80%</b>            |
| <b>Pihak Ketiga Third Party</b>                                                      |               |                |                       |
| PT Bank Rakyat Indonesia Agroniaga Tbk                                               | -             | 37.000         |                       |
| <b>Jumlah Total</b>                                                                  | <b>-</b>      | <b>37.000</b>  | <b>506%</b>           |
| <b>Jumlah Grand Total</b>                                                            | <b>73.874</b> | <b>146.091</b> | <b>198%</b>           |
| <b>Tingkat bunga deposito berjangka pertahun Time deposit interest rate per year</b> |               |                |                       |
| Kisaran Suku Bunga Deposito<br>Deposit Interest Rate Range                           | 5,00%-5,25%   | 6,00%-7,50%    |                       |



## Kebijakan Mekanisme Reviu Atas Transaksi

Setiap transaksi dengan pihak berelasi harus melalui mekanisme reviu sesuai dengan yang telah ditetapkan oleh Perusahaan. Semua transaksi dan saldo yang signifikan dengan pihak berelasi, dilakukan dengan syarat normal dan wajar.

Transaksi dengan pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, di mana persyaratan tersebut mungkin tidak sama dengan transaksi yang dilakukan dengan pihak-pihak yang tidak berelasi.

Persyaratan dan kondisi transaksi dengan pihak berelasi secara umum dilakukan sebagaimana dengan pihak ketiga yang direviu oleh Komite Audit serta wajib mendapatkan persetujuan dari Dewan Pengawas.

## Pemenuhan Peraturan dan Ketentuan Terkait

Selama tahun 2020 tidak terdapat pelanggaran atas peraturan perundang-undangan terkait transaksi dengan pihak berelasi.

## Transaction Review Mechanism Policy

Every transaction with a related party must go through a review mechanism in accordance with what has been determined by the Company. All significant transactions and balances with related parties are carried out on normal and fair terms.

Transactions with related parties are carried out based on terms agreed by both parties, where these terms may not be the same as transactions made with unrelated parties.

The terms and conditions of transactions with related parties are generally carried out as with third parties reviewed by the Audit Committee and must obtain approval from the Supervisory Board.

## Fulfillment of Related Rules and Conditions

During 2020 there were no violations of laws and regulations related to transactions with related parties.

# Perubahan Peraturan Perundang-Undangan Terhadap Perusahaan

## Changes To The Company's Law Regulations

Tabel Nama Pihak dan Sifat Hubungan Berelasi  
Table of Changes to Laws and Regulations Against Companies

| Peraturan Law                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Dampak                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <p><b>A. Undang-Undang Nomor 11 Tahun 2020</b> tentang Cipta Kerja. (BAB IV Ketenagakerjaan, Bagian kedua, Pasal 81 dan seterusnya, mengubah menghapus dan menetapkan pengaturan baru yang diatur dalam UU No. 13 Tahun 2003 tentang Ketenagakerjaan)</p> <p><i>Law Number 11 of 2020 concerning Job Creation. (CHAPTER IV Manpower, Second Part, Article 81 and so on, amends, deletes and stipulates new arrangements regulated in Law No. 13 of 2003 concerning Manpower)</i></p> | <p><b>Bahwa Perusahaan perlu menyesuaikan ketentuan mengenai Perjanjian Kerja Waktu Tertentu (PKWT)</b> yaitu PKWT hanya dapat dibuat untuk pekerjaan tertentu yang menurut jenis dan sifat atau kegiatan pekerjaan akan selesai dalam waktu tertentu. Tidak dapat diadakan untuk pekerjaan yang bersifat tetap. Kemudian, Undang-Undang ini menghapus ketentuan mengenai jangka waktu PKWT untuk paling lama 2 tahun dan bisa diperpanjang 1 kali untuk 1 tahun. Namun, ketentuan lebih lanjut mengenai jangka waktu dan batas waktu perpanjangan akan diatur lebih lanjut dalam Peraturan Pemerintah. Kemudian Perusahaan wajib memberikan kompensasi kepada Pekerja PKWT dalam hal berakhirnya jangka waktu dan selesainya pekerjaan. (Pasal 56, Pasal 57, Pasal 58, Pasal 59, Pasal 61, Pasal 61A mengatur Perjanjian Kerja Waktu Tertentu (PKWT))</p> | <p><i>That the Company needs to adjust the provisions regarding a Specific Time Work Agreement (PKWT), namely PKWT can only be made for certain jobs which according to the type and nature or work activities will be completed within a certain time. Cannot be held for permanent work. Then, this Law abolishes the provision regarding the period of PKWT for a maximum of 2 years and can be extended 1 time for 1 year. However, further provisions regarding the period and time limit for the extension will be further regulated in a Government Regulation. Then the Company is obliged to provide compensation to PKWT Workers in the event of expiration of the term and completion of work. (Article 56, Article 57, Article 58, Article 59, Article 61, Article 61A regulates a Certain Time Work Agreement (PKWT))</i></p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><b>Bahwa Perusahaan perlu menyesuaikan ketentuan mengenai hubungan kerja dalam Perusahaan Alih Daya</b>, yaitu apabila terjadi pengalihan pekerjaan dari perusahaan alih daya, maka masa kerja dari pekerja tetap dihitung dan pengalihan perlindungan hak-hak pekerja harus dipersyaratkan dalam perjanjian kerja.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p><i>That the company needs to adjust the provisions regarding the employment relationship in the outsourcing company, outsourcing company, the working period of the permanent employee is calculated and the transfer of protection of workers' rights must be required in the work agreement.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| Peraturan <i>Law</i> | Dampak                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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|                      | Kemudian, perusahaan alih daya harus berbentuk badan hukum dan wajib memenuhi perizinan berusaha yang diterbitkan pemerintah. (Pasal 66 mengatur Perusahaan Alih Daya ( <i>Outsourcing</i> ))                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <i>Then, the outsourcing company must be in the form of a legal entity and must fulfill the business license issued by the government. (Article 66 regulates outsourcing companies)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                      | <b>Bahwa Perusahaan perlu menyesuaikan ketentuan mengenai Waktu Kerja</b> , yaitu pelaksanaan jam kerja bagi pekerja di perusahaan tetap perlu diatur dalam perjanjian kerja, peraturan perusahaan, atau perjanjian kerja bersama (PKB). Waktu Kerja meliputi 7 jam 1 hari dan 40 jam 1 minggu untuk 6 hari kerja; atau 8 jam 1 hari dan 40 jam 1 minggu untuk 5 hari kerja. Ketentuan pemberian waktu istirahat dan cuti tetap sama. Namun, terdapat perubahan ketentuan mengenai waktu kerja lembur yang dapat dilakukan paling lama 4 jam dalam 1 hari dan 18 jam dalam 1 minggu dan wajib membayar upah kerja lembur; (Pasal 77, Pasal 78, Pasal 79 mengatur tentang Waktu Kerja)                 | <i>That the company needs to adjust the provisions regarding working hours, for workers in the company still needs to be regulated in work agreements, company regulations, or collective work agreements (PKB). Working Time includes 7 hours 1 day and 40 hours 1 week for 6 working days; or 8 hours 1 day and 40 hours 1 week for 5 working days. The provisions for granting time off and leave remain the same. However, there is a change in the provisions regarding overtime work which can be done a maximum of 4 hours in 1 day and 18 hours in 1 week and must pay overtime wages; (Article 77, Article 78, Article 79 regulates Working Time)</i>                                                                                                                                            |
|                      | <b>Bahwa Perusahaan perlu menyesuaikan ketentuan mengenai Upah Minimum</b> , yaitu upah minimum telah ditetapkan dengan memperhatikan kelayakan hidup pekerja dengan mempertimbangkan aspek pertumbuhan ekonomi daerah atau inflasi daerah. Upah minimum provinsi (UMP) wajib ditetapkan oleh gubernur, dan upah minimum kabupaten/kota (UMK) tetap ada. Pengusaha dilarang membayar upah lebih rendah dari upah minimum. Sehingga pembayaran upah harus sesuai ketentuan mengenai UMP dan UMK. (Pasal 88, Pasal 88A, Pasal 88B, Pasal 88C, Pasal 88D, Pasal 88E, Pasal 90A, Pasal 90B, Pasal 92, Pasal 92A, Pasal 94, Pasal 98, dan Pasal 157, Pasal 157A, Pasal 160 mengatur mengenai Upah Minimum) | <i>That the Company needs to adjust the provisions regarding the Minimum Wage, namely that the minimum wage has been determined by taking into account the living feasibility of workers by taking into account aspects of regional economic growth or regional inflation. The provincial minimum wage (UMP) must be set by the governor, and the district/city minimum wage (UMK) remains. Employers are prohibited from paying wages lower than the minimum wage. So that the payment of wages must be in accordance with the provisions regarding the UMP and UMK. (Article 88, Article 88A, Article 88B, Article 88C, Article 88D, Article 88E, Article 90A, Article 90B, Article 92, Article 92A, Article 94, Article 98, and Article 157, Article 157A, Article 160 regulates the Minimum Wage)</i> |



| Peraturan | Law | Dampak                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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|           |     | <p><b>Bahwa Perusahaan perlu menyesuaikan ketentuan mengenai PHK</b>, yaitu untuk memberikan hak bagi pekerja yang terkena PHK berupa pesangon dan/atau penghargaan masa kerja dan uang penggantian hak. Ketentuan mengenai penyebab dilakukan PHK sama dengan undang-undang sebelumnya. Namun dalam Undang-Undang ini pemberian uang pesangon ditentukan dengan batasan limitatif, yang sebelumnya menggunakan standar minimal. Kemudian, pekerja yang mengalami PHK berhak mendapatkan Jaminan Kehilangan Pekerjaan (JKP) yang diselenggarakan oleh BPJS, yang sebelumnya tidak ada pengaturannya. (Pasal 151, Pasal 151A, Pasal 153, Pasal 154A, Pasal 156 mengatur Pemutusan Hubungan Kerja (PHK):</p>            | <p><i>That the Company needs to adjust the provisions regarding layoffs, namely to provide rights for workers affected by layoffs in the form of severance pay and/or years of service and compensation for entitlements. The provisions regarding the causes of layoffs are the same as the previous law. However, in this Law, the provision of severance pay is determined with a limitative limit, which previously used a minimum standard. Then, workers who experience layoffs are entitled to a Job Loss Guarantee (JKP) organized by BPJS, which previously had no regulation. (Article 151, Article 151A, Article 153, Article 154A, Article 156 regulates Termination of Employment (PHK):</i></p>                           |
|           |     | <p><b>Bahwa Perusahaan perlu menyesuaikan ketentuan mengenai pembayaran uang pesangon</b>, yaitu ditetapkan berdasarkan masa kerja karyawan, misalnya karyawan yang telah bekerja selama 8 tahun atau lebih, akan mendapatkan pesangon 9 bulan upah. Jumlah besaran uang pesangon masih sama dengan ketentuan yang diatur dalam UU Ketenagakerjaan. Selanjutnya, dapat dipahami bahwa pembayaran uang pesangon tidak lagi menggunakan batasan minimum pembayaran, dengan penggunaan kalimat “paling sedikit” yang telah diubah menjadi “dengan ketentuan” sehingga pembayaran telah ditetapkan sesuai dengan ketentuan Pasal ini. (Pasal 156 ayat 2 yang mengatur mengenai perhitungan pembayaran uang pesangon).</p> | <p><i>That the Company needs to adjust the provisions regarding the payment of severance pay, which is determined based on the employee's service period, for example, employees who have worked for 8 years or more will receive 9 months of severance pay. The amount of severance pay is still the same as the provisions stipulated in the Manpower Act. Furthermore, it is understood that the payment of severance pay no longer uses the minimum payment limit, with the use of the phrase "at least" which has been changed to "with conditions" so that the payment has been determined in accordance with the provisions of this Article. (Article 156 paragraph 2 which regulates the calculation of severance pay).</i></p> |

| Peraturan <i>Law</i>                                                                                                                                                                                                        | Dampak                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p><b>B. Undang-Undang Nomor 10 Tahun 2020 tentang Bea Meterai.</b></p> <p><i>Law Number 10 of 2020 concerning Stamp Duty.</i></p>                                                                                          | <p>Perluasan pengertian <b>Dokumen</b>, yang telah memasukkan dokumen elektronik sebagai dokumen yang dikenakan bea meterai; Perluasan dan perubahan pengertian <b>Meterai</b>, yang memasukkan meterai dalam bentuk elektronik sebagai pembayaran bea meterai yang menjadi tindak lanjut atas pemberlakuan dokumen elektronik yang dikenakan bea meterai; Perubahan dan perluasan definisi <b>Tandatangan</b>, yang memasukkan tandatangan elektronik sebagai konsekuensi adanya dokumen elektronik yang dikenakan bea meterai; (Pasal 1 Pengertian)</p> <p>Mengatur mengenai dokumen yang dikenakan bea meterai yaitu: a) Dokumen yang dibuat sebagai alat untuk menerangkan mengenai suatu kejadian yang <b>bersifat perdata</b>; dan b) Dokumen yang digunakan sebagai <b>alat bukti</b> di Pengadilan; (Pasal 3)</p>                                                                                                             | <p><i>Expansion of the definition of Document, which has included electronic documents as documents subject to stamp duty; Expansion and change in the meaning of Stamp, which includes stamp duty in electronic form as payment for stamp duty which is a follow-up to the enforcement of electronic documents subject to stamp duty; Change and expansion of the definition of Signature, which includes an electronic signature as a consequence of the existence of an electronic document that is subject to stamp duty; (Article 1 Definition)</i></p> <p><i>Regulates the documents subject to stamp duty, namely: a) Documents made as a tool to explain about an incident of a civil nature; and b) Documents used as evidence in court; (Article 3)</i></p>                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                             | <p>Mengatur bahwa dokumen sebagaimana dimaksud dikenakan bea meterai dengan tarif tetap sebesar Rp 10.000,- (sepuluh ribu rupiah); (Pasal 5)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><i>Stipulates that the documents referred to are subject to stamp duty at a fixed rate of IDR 10,000,- (ten thousand rupiah); (Article 5)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>C. Peraturan Pemerintah Nomor 25 Tahun 2020 tentang Penyelenggaraan Tabungan Perumahan Rakyat.</b></p> <p><i>Government Regulation Number 25 of 2020 concerning the Implementation of Public Housing Savings.</i></p> | <p><b>Bahwa Perusahaan harus melakukan penyesuaian mengenai Tabungan Perumahan Rakyat</b>, yaitu Perusahaan (termasuk BUMN) wajib mendaftarkan pekerjaannya sebagai peserta kepada Badan Pengelola Tapera (Peserta telah berusia paling rendah 20 tahun atau sudah kawin pada saat mendaftar); Perusahaan dapat memberikan pilihan kepada pekerja menggunakan prinsip pengelolaan Tapera sesuai dengan Prinsip Konvensional atau Prinsip Syariah. Perusahaan sebagai peserta membayar ke rekening Dana Tapera di Bank Kustodian. Perusahaan pemberi kerja yang melanggar ketentuan dimaksud dikenakan sanksi administratif berupa peringatan tertulis, denda administratif, memublikasikan ketidakpatuhan pemberi kerja, pembekuan izin usaha, pencabutan izin usaha. Pendaftaran sebagaimana dimaksud dalam PP ini paling lambat 7 (tujuh) tahun sejak tgl berlakunya PP ini ditetapkan 20 Mei 2020 (Pasal 7, Pasal 8, Pasal 56)</p> | <p><i>Whereas the Company must make adjustments regarding the People's Housing Savings, namely the Company (including BUMN) is required to register its workers as participants with the Tapera Management Agency (Participants are at least 20 years old or already married at the time of registration); The company can give employees the choice of using Tapera management principles in accordance with Conventional Principles or Sharia Principles. The company as a participant pays to the Tapera Fund account at the Custodian Bank. Employer companies that violate these provisions are subject to administrative sanctions in the form of written warnings, administrative fines, publishing employer non-compliance, freezing of business licenses, revocation of business licenses. Registration as referred to in this PP is no later than 7 (seven) years from the date of entry into force of this PP, it is set on May 20, 2020 (Article 7, Article 8, Article 56)</i></p> |

| Peraturan <i>Law</i>                                                                                                                                                                                                                                                                            | Dampak                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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|                                                                                                                                                                                                                                                                                                 | <b>Bahwa ketentuan berikutnya mengenai Tabungan Perumahan Rakyat</b> , yaitu simpanan peserta pekerja dibayarkan oleh Perusahaan/Pemberi Kerja dan Pekerja; Besaran simpanan peserta ditetapkan sebesar 3% dari gaji atau upah, ditanggung bersama oleh Perusahaan/pemberi kerja sebesar 0,5% dan Pekerja 2,5%. (Pasal 14, Pasal 15).                                                                                                                                                                    | <i>Whereas the next provision regarding Public Housing Savings, paid by the Company/Employer and Workers; The amount of participant savings is set at 3% of salary or wages, shared by the Company/employer at 0.5% and the Worker 2.5%. (Article 14, Article 15).</i>                                                                                                                                                                                                                                                               |
| <b>D. Peraturan Pemerintah Nomor 21 Tahun 2020</b> tentang Pembatasan Sosial Bersekala Besar dalam Rangka Percepatan Penanganan Covid-19.<br><i>Government Regulation Number 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating the Handling of Covid-19.</i> | PSBB adalah pembatasan kegiatan tertentu penduduk dalam suatu wilayah yang diduga terinfeksi <i>Corona Virus Disease 2019</i> (Covid-19); Pembatasan sosial bersekala besar meliputi: a) Peliburan sekolah dan tempat kerja; b) pembatasan kegiatan keagamaan; c) Pembatasan kegiatan ditempat atau fasilitas umum. Pembatasan tersebut harus mempertimbangkan kebutuhan pendidikan, produktivitas kerja dan ibadah; Pemberlakuan PSBB diusulkan oleh gubernur/bupati/walikota kepada menteri kesehatan; | <i>PSBB is a restriction on certain activities of residents in an area suspected of being infected with Corona Virus Disease 2019 (Covid-19); Large-scale social restrictions include: a). School and workplace holidays; b) restrictions on religious activities; c) Restrictions on activities in public places or facilities. These restrictions must take into account the needs of education, work productivity and worship; The implementation of PSBB is proposed by the governor/regent/mayor to the minister of health;</i> |
| <b>E. Keputusan Presiden RI Nomor 11 Tahun 2020</b> tentang Penetapan Kedaruratan Kesehatan Masyarakat Covid-19.<br><i>Decree of the President of the Republic of Indonesia Number 11 of 2020 concerning the Determination of the Covid-19 Public Health Emergency.</i>                         | Menetapkan Covid-19 sebagai jenis penyakit yang menimbulkan kedaruratan kesehatan masyarakat; dan wajib dilakukan upaya penanggulangan (Keppres ditetapkan pada tanggal 31 Maret 2020)                                                                                                                                                                                                                                                                                                                   | <i>Establishing Covid-19 as a type of disease that causes a public health emergency; and it is mandatory to take countermeasures (Keppres set on March 31, 2020)</i>                                                                                                                                                                                                                                                                                                                                                                 |



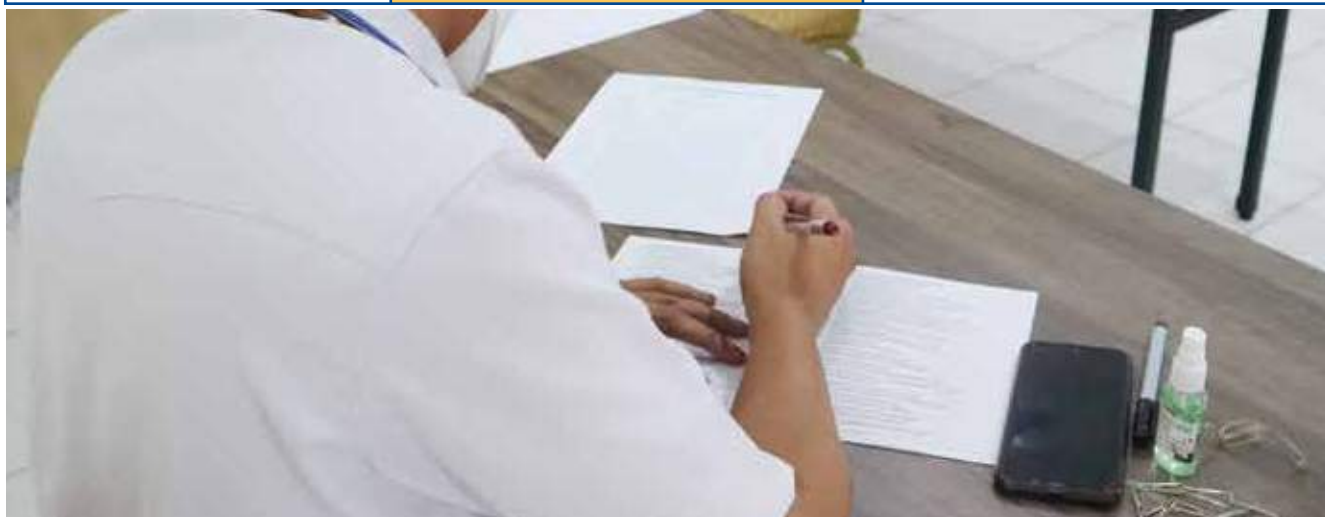
| Peraturan <i>Law</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Dampak                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <p><b>F. Peraturan Menteri Keuangan Nomor: 86/PMK.03/2020</b> tentang Insentif Pajak untuk Wajib Pajak Terdampak Pandemi Covid-19, sebagaimana telah diubah dengan <b>PMK Nomor: 110/PMK.03/2020</b> tentang Perubahan Peraturan Menteri Keuangan Nomor: 86/PMK.03/2020 tentang Insentif Pajak untuk Wajib Pajak Terdampak Pandemi Covid-19;</p> <p><i>Regulation of the Minister of Finance Number: 86 / P M K . 0 3 / 2 0 2 0 concerning Tax Incentives for Taxpayers Affected by the Covid-19 Pandemic, as amended by PMK Number: 110 / P M K . 0 3 / 2 0 2 0 concerning Amendment to Regulation of the Minister of Finance Number: 86 / P M K . 0 3 / 2 0 2 0 concerning Tax Incentives for Taxpayers Affected by the Covid-19 Pandemic;</i></p> | <p>Penghasilan yang diterima pegawai wajib dipotong sesuai ketentuan PPh21 oleh Pemberi Kerja. PPh21 ditanggung pemerintah atas penghasilan yang diterima pegawai dengan kriteria tertentu yaitu diantaranya: 1. Menerima penghasilan dari pemberikerja yang memiliki kode klasifikasi lapangan usaha sebagaimana tercantum dalam peraturan menteri ini, telah ditetapkan sebagai perusahaan KITE, atau mendapatkan izin penyelenggaraan kawasan berikat atau izin PDKB; 2. memiliki NPWP; 3. Pada masa pajak yang bersangkutan menerima atau memperoleh penghasilan bruto yang bersifat tetap dan teratur yang disetahunkan tidak lebih dari 200 juta rupiah.</p>                                                                                                                                                                                                                       | <p><i>The income received by the employee must be deducted in accordance with the provisions of PPh21 by the Employer. PPh21 is borne by the government on income received by employees with certain criteria, namely: 1. Receiving income from an employer who has a business field classification code as stated in this ministerial regulation, has been designated as a KITE company, or has obtained a permit to operate a bonded area or a PDKB permit; 2. Have NPWP; 3. During the tax period the person concerned receives or obtains a permanent and regular gross income which is annualized not more than 200 million rupiah.</i></p>                                                                                                                                                                                                                                                                                              |
| <p><b>G. Peraturan Menteri Perhubungan Nomor: PM 10 Tahun 2020</b> tentang Pedoman Pelaksanaan Penyelenggaraan Kewajiban Pelayanan Publik untuk Angkutan Barang di Jalan dari dan ke Daerah Tertinggal, Terluar, Terpencil, dan Perbatasan.</p> <p><i>Peraturan Menteri Perhubungan Nomor: PM 10 Tahun 2020 tentang Pedoman Pelaksanaan Penyelenggaraan Kewajiban Pelayanan Publik untuk Angkutan Barang di Jalan dari dan ke Daerah Tertinggal, Terluar, Terpencil, dan Perbatasan.</i></p>                                                                                                                                                                                                                                                         | <p>Bahwa penyelenggaraan kewajiban pelayanan publik untuk angkutan barang dilayani dengan angkutan barang perintis, dan angkutan barang perintis dimaksud diberlakukan pada jenis barang kebutuhan pokok dan barang penting sesuai peraturan, dan barang lain sesuai kebutuhan masyarakat daerah tertinggal, terpencil, terluar dan perbatasan. Kendaraan yang digunakan untuk angkutan barang harus memenuhi persyaratan yaitu menggunakan mobil barang, mencantumkan tulisan angkutan barang perintis, memenuhi persyaratan teknis dan laik jalan, dilengkapi surat muatan barang, mencantumkan nama perusahaan, memenuhi standar pelayanan minimal angkutan barang. Pendanaan berdasarkan biaya pengoperasian angkutan barang yang dikeluarkan oleh perusahaan angkutan umum yang ditugaskan/ ditetapkan menteri, berupa bantuan biaya operasional dan keuntungan yang wajar, dan</p> | <p><i>That the implementation of public service obligations for the transportation of goods is served by pioneering goods transportation, and the said pioneering goods transportation is applied to types of basic needs and essential goods according to regulations, and other goods according to the needs of the people of disadvantaged, remote, outermost and border areas. Vehicles used for the transportation of goods must meet the requirements, namely using a freight car, include the writing of pioneering freight transport, meet the technical and road-worthy requirements, be equipped with a letter of cargo of goods, include the name of the company, meet the minimum service standards for goods transportation. Funding based on the operating costs of goods transportation issued by the public transportation company assigned/ assigned by the minister, in the form of operational cost assistance and</i></p> |



| Peraturan <i>Law</i>                                                                                                                                                                                                                                                                                                                                                                              | Dampak                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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|                                                                                                                                                                                                                                                                                                                                                                                                   | pemberian biaya operasional dituangkan dalam kontrak (Pasal 5, Pasal 7, Pasal 8)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>reasonable profits, and the provision of operational costs is stated in the contract (Article 5, Article 7, Article 8)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>H. Peraturan Menteri Perhubungan Nomor PM 41 Tahun 2020</b> tentang Perubahan atas PM 18 Tahun 2020 tentang Pengendalian Transportasi dalam Rangka Pencegahan Penyebaran Covid-19.<br><i>Regulation of the Minister of Transportation Number PM 41 of 2020 concerning Amendments to PM 18 of 2020 concerning Transportation Control in the Context of Preventing the Spread of Covid-19</i>    | Bahwa pengendalian kegiatan transportasi darat meliputi: kendaraan bermotor umum berupa mobil penumpang dan mobil bus dilakukan pembatasan jumlah penumpang dari jumlah kapasitas tempat duduk dan penerapan jaga jarak fisik ( <i>physical distancing</i> ); waktu operasional kendaraan bermotor umum dapat dilakukan pembatasan oleh pejabat sesuai dengan kewenangannya (Pasal 11).                                                                                                                                                                                           | <i>Whereas the control of land transportation activities includes: general motorized vehicles in the form of passenger cars and buses, limiting the number of passengers from the total seating capacity and implementing physical distancing; the operational time of general motorized vehicles may be limited by officials in accordance with their authority (Article 11).</i>                                                                                                                                                                                                                                                                               |
| <b>I. Surat Edaran Menteri Ketenagakerjaan Nomor: M/3/HK.04/III/2020</b> tentang Perlindungan Pekerja/Buruh dan Kelangsungan Usaha dalam Rangka Pencegahan dan Penanggulangan Covid-19.<br><i>Circular Letter of the Minister of Manpower Number: M/3/HK.04/III/2020 concerning Protection of Workers/Labourers and Business Continuity in the Context of Prevention and Control of Covid-19.</i> | Bagi perusahaan yang melakukan pembatasan kegiatan usaha akibat kebijakan pemerintah di daerah masing-masing guna pencegahan dan penanggulangan Covid-19, sehingga menyebabkan sebagian/seluruh pekerja/buruhnya tidak masuk kerja, dengan mempertimbangkan kelangsungan usaha maka perubahan besaran maupun cara pembayaran upah pekerja/buruh dilakukan sesuai dengan kesepakatan antara pengusaha dengan pekerja.                                                                                                                                                              | <i>For companies that limit their business activities due to government policies in their respective regions for the prevention and control of Covid-19, causing some/all of their workers/ laborers not to come to work, taking into account business continuity, changes in the amount and method of payment of wages for workers/ labourers are made according to the agreement between the employer and the worker.</i>                                                                                                                                                                                                                                      |
| <b>J. Keputusan Menteri Perhubungan Nomor: KM 95 Tahun 2020</b> tentang penugasan kepada Perusahaan Umum (Perum) DAMRI untuk menyelenggarakan kewajiban pelayanan publik angkutan barang di jalan dari dan ke daerah tertinggal, terpencil, terluar dan perbatasan tahun anggaran 2020                                                                                                            | Memberikan penugasan untuk menyelenggarakan kewajiban pelayanan publik angkutan barang di jalan dari dan ke daerah tertinggal, terpencil, terluar dan perbatasan kepada Perusahaan Umum (Perum) DAMRI, terhitung sejak tanggal 1 Januari 2020 sampai dengan tanggal 31 Desember 2020, sesuai dengan wilayah pelayanan yang ditetapkan oleh Direktur Jendral Perhubungan Darat. Penugasan sebagaimana dimaksud diberikan kompensasi oleh Dirjenhubdat, biaya penyelenggaraan kewajiban pelayanan publik angkutan barang tersebut dibebankan pada daftar isian pelaksanaan anggaran | <i>assigning an assignment to carry out public service obligations for the transportation of goods on the road to and from underdeveloped, remote, outermost and border areas to the Public Company (Perum) DAMRI, from January 1, 2020 to December 31, 2020, in accordance with the service area determined by the Director General of Land Transportation. The assignment as intended is compensated by the Director General of Transportation, the cost of carrying out the obligations of public goods transportation services is charged to the list of work units of the work unit budget of the directorate of road transportation of the directorate</i> |

| Peraturan<br><i>Law</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Dampak                                                                                                                                                                                                                                                                                                                                 | Impact                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Decree of the Minister of Transportation Number: KM 95 of 2020 regarding the assignment to Public Company (Perum) DAMRI to carry out the obligation of public service transportation of goods on the road to and from underdeveloped, remote, outermost and border areas for the 2020 fiscal year</i>                                                                                                                                                                                                     | satuan kerja direktorat angkutan jalan direktorat jendral perhubungan darat tahun anggaran 2020; (ditetapkan 23 April 2020)                                                                                                                                                                                                            | <i>of road transportation of the directorate general of land transportation for the 2020 fiscal year; (set April 23, 2020)</i>                                                                                                                                                                |
| <b>K. Keputusan Menteri Kesehatan Nomor: H K . 0 1 . 0 7 / Menkes/239/2020</b> tentang Penetapan Pembatasan Sosial Bersekala Besar di Wilayah Provinsi DKI Jakarta Dalam Rangka Percepatan Penanganan Covid-19.<br><i>Decree of the Minister of Health Number: HK.01.07/MENKES/239/2020 concerning the Establishment of Large-Scale Social Restrictions in the DKI Jakarta Province in the Context of Accelerating the Handling of Covid-19.</i>                                                             | Menetapkan PSBB di wilayah Provinsi DKI Jakarta dalam rangka percepatan penanganan Covid-19, wajib melaksanakan sesuai ketentuan peraturan perundang-undangan dan secara konsisten mendorong dan mensosialisasikan pola hidup bersih dan sehat kepada masyarakat (ditetapkan tanggal 7 April 2020)                                     | <i>Establishing PSBB in the DKI Jakarta Province in the context of accelerating the handling of Covid-19, must implement it according to the provisions of the legislation and consistently encourage and socialize a clean and healthy lifestyle to the community (set on April 7, 2020)</i> |
| <b>L. Surat Edaran Dinas Perhubungan Provinsi DKI Jakarta Nomor: 20/SE/2020</b> tentang Kewajiban Penggunaan Masker Sebagai Bentuk Peningkatan Kewaspadaan Terhadap Risiko Penularan Covid-19 Pada Angkutan Umum di wilayah DKI Jakarta;<br><i>Circular Letter of the DKI Jakarta Provincial Transportation Service Number: 20/SE/2020 concerning the Obligation to Use Masks as a Form of Increased Alertness to the Risk of Transmission of Covid-19 on Public Transportation in the DKI Jakarta area;</i> | Mewajibkan semua karyawan, pengemudi dan penumpang untuk menggunakan masker; tidak mengizinkan penumpang untuk naik sarana/kendaraan angkutan umum apabila tidak menggunakan masker; memberikan edukasi kepada para karyawan, pengemudi dan penumpang tentang tata cara penggunaan masker yang benar; (SE ditandatangani 6 April 2020) | <i>Require all employees, drivers and passengers to wear masks; not allowing passengers to take public transportation facilities/vehicles if they do not wear masks; provide education to employees, drivers and passengers about the correct use of masks; (SE signed 6 April 2020)</i>      |

| Peraturan<br><i>Law</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Dampak                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>M. Surat Edaran BPTJ Nomor: SE.5 BPTJ Tahun 2020</b> tentang Pembatasan Penggunaan Moda Transportasi Untuk Mengurangi Pergerakan orang dari dan ke wilayah Jakarta, Bogor, Depok, Tangerang dan Bekasi selama masa pandemi Covid-19.</p> <p><i>BPTJ Circular Number: SE.5 BPTJ 2020 concerning Restrictions on the Use of Transportation Modes to Reduce the Movement of People from and to the Jakarta, Bogor, Depok, Tangerang and Bekasi areas during the Covid-19 pandemic.</i></p> | <p>a) Pembatasan Secara Parsial/Menyeluruh terhadap operasional sarana transportasi (menghentikan sementara AKDP, AKAP, Penutupan sementara operasional terminal penumpang tipe A dan B, menutup sementara perusahaan otobus, loket, agen, dan <i>pool</i> pemberangkatan bus AKDP dan AKAP); b). Pembatasan Secara Parsial/Menyeluruh terhadap operasional sarana transportasi di ruas jalan tol dan jalan arteri Nasional (melarang sementara mobil penumpang dan bus umum memasuki jalan nasional dan jalan provinsi, ruas toll dari dan ke wilayah Jabodetabek; c). Penutupan sementara kegiatan perkantoran pada instansi pemerintah, BUMN, BUMD, dan BUMS dan menerapkan kebijakan <i>Work From Home</i>. (SE ini berlaku sejak ditetapkan 1 April 2020 sampai dengan dicabutnya masa penetapan status keadaan darurat bencana wabah covid-19 oleh BNPB)</p> | <p>a) <i>Partial/Complete restrictions on the operation of transportation facilities (temporarily stopping AKDP, AKAP, temporary closing of passenger terminal operations type A and B, temporarily closing bus companies, counters, agents and departure pools for AKDP and AKAP buses); b). Partial/Complete restrictions on the operation of transportation facilities on toll roads and national arterial roads (temporarily prohibiting passenger cars and public buses from entering national and provincial roads, toll roads from and to the Greater Jakarta area; c). Temporarily closing office activities in government agencies, BUMN, BUMD and BUMS and implementing the Work From Home policy. (This SE is valid since it was stipulated April 1, 2020 until the BNPB revocation of the state of emergency status due to the Covid-19 outbreak)</i></p> |
| <p><b>N. Surat Kepala Dinas Perhubungan Nomor: 1588/-1.819.611 tanggal 30 Maret 2020</b> tentang Penghentian Layanan Bus AKAP, AJAP, dan Pariwisata;</p> <p><i>Letter of the Head of the Transportation Service Number: 1588/-1,819,611 dated March 30, 2020 concerning Termination of AKAP, AJAP and Tourism Bus Services;</i></p>                                                                                                                                                           | <p>Menghentikan operasional layanan semua bus AKAP, AJAP, dan Pariwisata dimulai sejak 30 Maret 2020 Pukul 18.00 WIB. Pelanggaran atas ketentuan tersebut, akan dikenakan sanksi sesuai ketentuan yang berlaku;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p><i>Stopped the operation of all AKAP, AJAP and Tourism buses starting March 30, 2020 at 18.00 WIB. Violation of these provisions will be subject to sanctions in accordance with applicable regulations;</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



## Perubahan Kebijakan Akuntansi *Accounting Policy Changes*



Pada tahun 2020, tidak ada perubahan kebijakan akuntansi, sehingga tidak terdapat informasi alasan perubahan kebijakan akuntansi dan dampak kuantitatif terhadap laporan keuangan.

### **Penerapan Standar Akuntansi Keuangan Baru dan Revisi (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) Standar yang Berlaku Efektif Pada Tahun Berjalan**

Dalam tahun berjalan, DAMRI telah menerapkan, sejumlah amandemen dan interpretasi PSAK yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan dari Ikatan Akuntan Indonesia yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2018.

PSAK 2: (amandemen), Laporan Arus Kas tentang Prakarsa Pengungkapan.

Amandemen ini mensyaratkan entitas untuk menyediakan pengungkapan yang memungkinkan pengguna laporan keuangan untuk mengevaluasi perubahan pada liabilitas yang timbul dari aktivitas pendanaan, termasuk perubahan yang timbul dari arus kas maupun perubahan non kas. Amandemen tersebut tidak menentukan format spesifik untuk mengungkapkan aktivitas pendanaan, namun suatu entitas dapat memenuhi tujuan pengungkapan dengan menyediakan rekonsiliasi antara saldo awal dan akhir liabilitas yang timbul dari aktivitas pendanaan dalam laporan posisi keuangan.

PSAK 46: (amandemen), Pajak Penghasilan tentang Pengakuan Aset Pajak Tangguhan untuk Kerugian yang Belum Direalisasi.

Amandemen tersebut mengklarifikasi hal berikut:

1. Bila nilai tercatat dari instrumen utang dengan tingkat suku bunga tetap diukur pada nilai wajar

*In 2020, there were no changes in accounting policies, so there is no information on the reasons for changes in accounting policies and the quantitative impact on financial statements.*

### **Implementation of New and Revised Financial Accounting Standards (PSAK) And Interpretation of Financial Accounting Standards (ISAK) Standards That Are Effective In The Current Year**

*In the current year, DAMRI has implemented, a number of amendments and interpretations of PSAK issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants that are relevant to its operations and effective for accounting periods beginning on or after January 1, 2018.*

*PSAK 2: (amendment), Statement of Cash Flows on Disclosure Initiatives.*

*This amendment requires entities to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including changes arising from cash flows and changes in non-cash flows. The amendments do not specify a specific format for disclosing financing activities, but an entity can meet the disclosure objectives by providing a reconciliation between the opening and ending balances of liabilities arising from financing activities in the statement of financial position.*

*PSAK 46: (amendment), Income Tax on Recognition of Deferred Tax Assets for Unrealized Losses.*

*The amendment clarifies the following:*

1. *If the carrying amount of a debt instrument with a fixed interest rate is measured at fair value which is lower than cost, the tax base is at cost, resulting in a deductible temporary difference regardless of whether the holder of the debt instrument expects to*



yang lebih rendah dari biaya perolehan dimana dasar pengenaan pajaknya sebesar biaya perolehan dimana dasar pengenaan pajaknya sebesar biaya perolehan sehingga timbul perbedaan temporer yang dapat dikurangkan tanpa mempertimbangkan apakah pemegang instrumen utang tersebut memperkirakan untuk memulihkan jumlah tercatat instrumen utang melalui penjualan atau penggunaan, atau apakah besar kemungkinan penerbit akan membayar semua arus kas kontraktual.

2. Ketika suatu entitas menilai apakah laba kena pajak akan tersedia sehingga perbedaan temporer yang dapat dikurangkan dapat dimanfaatkan, dan peraturan perpajakan membatasi penggunaan kerugian untuk pengurangan terhadap jenis penghasilan tertentu (misalnya, kerugian modal hanya dapat dilakukan terhadap keuntungan modal), entitas menilai perbedaan temporer yang dapat dikurangkan secara gabungan dengan perbedaan temporer yang dapat dikurangkan dari jenis penghasilan tersebut, tetapi terpisah dari jenis perbedaan temporer yang dapat dikurangkan lainnya.
3. Estimasi kemungkinan besar laba kena pajak di masa depan dapat mencakup pemulihan beberapa aset entitas yang lebih dari jumlah tercatatnya jika ada cukup bukti bahwa kemungkinan besar entitas tersebut akan memenuhinya, dan
4. Dalam mengevaluasi apakah laba kena pajak di masa depan tersedia secara memadai, entitas harus membandingkan perbedaan temporer yang dapat dikurangkan dengan laba kena pajak di masa depan yang tidak mencakup pengurangan pajak yang dihasilkan dari pembalikan perbedaan temporer yang dapat dikurangkan tersebut.

Penerapan amandemen ini tidak berdampak pada kinerja keuangan atau posisi keuangan DAMRI.

Penerapan amandemen dan interpretasi berikut terhadap standar tidak menimbulkan dampak material terhadap pengungkapan atau jumlah yang diakui dalam laporan keuangan tahun ini dan tahun sebelumnya:

1. PSAK 13: (amandemen), Properti Investasi tentang Pengalihan Properti Investasi ;
2. PSAK 15: (penyesuaian), Investasi pada Entitas Asosiasi dan Ventura Bersama ;
3. PSAK 53: (amandemen), Pembayaran Berbasis Saham tentang Klasifikasi dan Pengukuran Transaksi Pembayaran Berbasis Saham, dan;
4. PSAK 67: (penyesuaian), Pengungkapan Kepentingan dalam Entitas Lain.

*recover the carrying amount of the debt instrument through sale or use, or whether it is probable that the issuer will pay all of the contractual cash flows.*

2. *When an entity assesses whether taxable profits will be available so that deductible temporary differences can be utilized, and tax regulations restrict the use of losses for deductions against certain types of income (for example, capital losses may only be made on capital gains), the entity assesses temporary differences which are deductible in a combined manner with deductible temporary differences of that type of income, but separately from other types of deductible temporary differences.*
3. *The estimate of probable future taxable profit may include the recovery of some of the entity's assets in excess of their carrying amounts if there is sufficient evidence that it is probable that the entity will fulfill them, and*
4. *In evaluating whether sufficient future taxable profits are available, an entity shall compare the deductible temporary differences with the future taxable profits that do not include tax deductions resulting from reversal of the deductible temporary differences.*

*The adoption of this amendment has no impact on DAMRI's financial performance or financial position.*

*The adoption of the following amendments and interpretations to the standard did not have a material impact on the disclosures or amounts recognized in the current and previous financial statements:*

1. *PSAK 13: (amendment), Investment Property concerning Transfer of Investment Property ;*
2. *PSAK 15: (adjustments), Investments in Associates and Joint Ventures ;*
3. *PSAK 53: (amendment), Share-Based Payments concerning Classification and Measurement of Share-Based Payment Transactions, and;*
4. *PSAK 67: (adjustments), Disclosure of Interests in Other Entities.*

## Alasan Perubahan Standar Akuntansi

Penerapan standar akuntansi baru dilakukan sesuai dengan amandemen dan interpretasi PSAK yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan dari Ikatan Akuntan Indonesia yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2018.

## Dampak Kuantitatif Terhadap Laporan Keuangan

Sampai dengan tanggal penerbitan laporan keuangan, dampak dari standar dan interpretasi tersebut terhadap laporan keuangan dapat diketahui atau diestimasi oleh manajemen.

## Reasons For Change In Accounting Standards

The application of the new accounting standards is carried out in accordance with the amendments and interpretations of PSAK issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants that are relevant to its operations and effective for accounting periods beginning on or after January 1, 2018.

## Quantitative Impact On Financial Statements

Until the issuance date of the financial statements, the impact of these standards and interpretations on the financial statements can be known or estimated by management.

## Tingkat Kesehatan Perusahaan Company Health Level



Tabel Tingkat Kesehatan Perusahaan Tahun 2020  
Company Health Level Table 2020

| Kriteria Penilaian<br>Assessment Criteria                 | Bobot | Audited 2020 |
|-----------------------------------------------------------|-------|--------------|
|                                                           | Bobot | Skor Score   |
| <b>Aspek keuangan</b> Financial aspect                    |       |              |
| 1 Imbalan kepada pemegang saham<br>Return on Equity (RoE) | 15,00 | 1,00         |
| 2 Imbalan investasi<br>Return on Investment (RoI)         | 10,00 | -            |
| 3 Rasio Kas<br>Cash Ratio (Immediate Solvancy)            | 3,00  | 3,00         |
| 4 Rasio Lancar<br>Current Ratio                           | 4,00  | 2,00         |
| 5 Collection Periods                                      | 4,00  | 4,00         |
| 6 Perputaran Persediaan<br>Inventory Turn Over            | 4,00  | 4,00         |

| Kriteria Penilaian<br><i>Assessment Criteria</i>                                                                                          | Bobot         | Audited 2020 |              |
|-------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------|--------------|
|                                                                                                                                           | <i>Bobot</i>  | Skor         | <i>Score</i> |
| 7 Perputaran Total Aset<br><i>Total Assets Turn Over</i>                                                                                  | 15,00         | 1,00         |              |
| 8 Rasio Modal sendiri terhadap Total Aset<br><i>Own Capital Ratio to ratio total assets</i>                                               | 10,00         | -            |              |
| <b>Jumlah Aspek Keuangan</b><br><i>Number of Financial Aspects</i>                                                                        | <b>50,00</b>  | <b>21,50</b> |              |
| <b>Aspek Operasional</b> <i>Operational Aspects</i>                                                                                       |               |              |              |
| 1 Pelayanan kepada pelanggan/masyarakat<br><i>Service to customers/community</i>                                                          | 10,00         | 8,00         |              |
| 2 Efisiensi, produksi dan produktifitas<br><i>Efficiency, production and productivity</i>                                                 | 8,00          | 8,00         |              |
| 3 Pemeliharaan kontinuitas dan produksi<br><i>Continuity and production maintenance</i>                                                   | 7,00          | 7,00         |              |
| 4 Peningkatan kualitas pelanggan<br><i>Customer quality improvement</i>                                                                   | 5,00          | 4,00         |              |
| 5 Hasil pemeriksaan penugasan pemerintah<br><i>Government assignment inspection results</i>                                               | 5,00          | 4,00         |              |
| <b>Jumlah Aspek Operasional</b><br><i>Number of Operational Aspects</i>                                                                   | <b>35,00</b>  | <b>31,00</b> |              |
| <b>Aspek Administrasi</b> <i>Administrative Aspects</i>                                                                                   |               |              |              |
| 1 Laporan Perhitungan Tahunan<br><i>Annual Calculation Report</i>                                                                         | 3,00          | 3,00         |              |
| 2 Rancangan RKAP<br><i>Draft RKAP</i>                                                                                                     | 3,00          | 3,00         |              |
| 3 Laporan Periodik<br><i>Periodic Reports</i>                                                                                             | 3,00          | 3,00         |              |
| 4 Kinerja Program Kemitraan dan Bina Lingkungan (PKBL):<br><i>Performance of the Partnership and Community Development Program (PKBL)</i> |               |              |              |
| a. Efektifitas Penyaluran Dana<br><i>Effectiveness of Fund Distribution</i>                                                               | 3,00          | 2,00         |              |
| b. Tingkat Kolektibilitas Pengembalian Pinjaman<br><i>Level of Loan Repayment Collectibility</i>                                          | 3,00          | 3,00         |              |
| <b>Jumlah Aspek Operasional</b><br><i>Number of Operational Aspects</i>                                                                   | <b>15,00</b>  | <b>14,00</b> |              |
| <b>Jumlah</b> <i>Total</i>                                                                                                                | <b>100,00</b> | <b>66,50</b> |              |

# Informasi Kelangsungan Usaha

## Business Continuity Information



### Hal-Hal Yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha

Sampai akhir bulan Maret 2020, DAMRI tidak memiliki hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan. Namun, memasuki awal bulan April hingga Desember 2020, perusahaan telah terdampak pandemi *Corona Virus Disease 2019* (Covid-19), di mana pemerintah tengah berupaya dalam penanganan, pencegahan, dan penyebaran virus Covid-19 dengan mengeluarkan peraturan Pembatasan Sosial Berskala Besar (PSBB). DAMRI sebagai perusahaan transportasi jelas mendapatkan pengaruh yang signifikan terhadap kelangsungan usaha karena perusahaan menerapkan pembatasan jumlah penumpang yang diangkut, pengetatan dalam syarat berpergian bagi pelanggan, pelarangan angkutan masal pada hari raya besar seperti Lebaran, Natal, dan Tahun baru 2021, juga pelarangan untuk angkutan haji dan umroh di tahun 2020 juga pemberhentian operasi untuk Angkutan Lintas Batas Negara (ALBN).

### Assessment Terhadap Hal-Hal Yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha

Berdasarkan kondisi pencapaian kinerja perusahaan di tahun 2020 yang menurun akibat dari pandemi Covid-19, DAMRI masih berusaha untuk dapat memulihkan prospek usaha lebih baik di masa yang akan datang. Dengan demikian, kelangsungan usaha perusahaan akan terjaga dengan baik di masa yang akan datang.

### Things That Potentially Influence Significantly On Business Continuity

*Until the end of March 2020, DAMRI did not have any matters that could potentially significantly affect the Company's business continuity. However, entering the beginning of April to December 2020, the company has been affected by the Corona Virus Disease 2019 (Covid-19) pandemic, where the government is working on handling, preventing, and spreading the Covid-19 virus by issuing Large-Scale Social Restrictions (PSBB) regulations. DAMRI as a transportation company clearly has been impacted significantly on the business continuity because the company applies restrictions on the number of passengers transported, tightens travel conditions for customers, prohibits mass transportation on major holidays such as Lebaran, Christmas, and New Year 2021, as well as prohibits haji transportation, and Umrah in 2020 and also stop operations for cross-border transportation (ALBN).*

### Assessment of Things That Potentially Has Significant Impact On Business Continuity

*Based on the condition of the company's performance achievement in 2020 due to the Covid-19 pandemic, DAMRI is still trying to recover the business prospects in the future. Thus, the company's business continuity will be well maintained in the future.*



## Asumsi yang Digunakan dalam Melakukan Assessment

Perusahaan meyakini kelangsungan usaha di masa yang akan datang berdasarkan:

1. Laporan keuangan tahun 2019 yang diaudit oleh Kantor Akuntan Publik Paul Hadiwinata, Hidayat, Arsono, Retno, Palilingan & Rekan memperoleh opini wajar dalam semua hal yang material.
2. Perusahaan berhasil membukukan pendapatan usaha sebesar Rp 738.335 juta pada Tahun 2020.
3. Rasio keuangan Perusahaan tahun 2020 menunjukkan bahwa Perusahaan dalam kondisi kurang baik.
4. Hasil total skor tingkat kesehatan perusahaan untuk tahun yang berakhir tanggal 31 Desember 2020 sebesar 66,50 atau kriteria "SEHAT" dengan penggolongan "A" atau mengalami peningkatan dari skor 83,00 dengan kriteria "SEHAT" dan penggolongan "AA" pada tahun 2019.
5. Tidak terdapat gugatan hukum yang menuntut pailit terhadap Perusahaan.

## Assumptions Used In Doing Assessment

The Company believes in business continuity in the future based on:

1. The 2019 financial report audited by the Public Accounting Firm of Paul Hadiwinata, Hidayat, Arsono, Retno, Palilingan & Partners obtained a fair opinion in all material respects.
2. The company managed to record an operating income of IDR 738,335 million in 2020.
3. The Company's financial ratio in 2020 shows that the Company is in a bad condition.
4. The results of the total score of the company's soundness level for the year ending December 31, 2020 amounted to 66.50 or the "Healthy" criteria with the classification of "A" or an increase from the score of 83.00 with the criteria of "Healthy" and the classification of "AA" in 2019.
5. There are no lawsuits demanding bankruptcy against the Company.

## Sanksi Administratif Yang Dikenakan Kepada Perusahaan, Anggota Dewan Pengawas, dan Direksi oleh Otoritas

### Administrative Sanctions Imposed To Companies, Members of The Supervisory Board, And Board of Directors By Authorities

Tabel Sanksi Administratif  
Administrative Sanctions Table

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <p>Badan Penyelenggara Jaminan Sosial (BPJS) berpotensi memberikan sanksi kepada Perum DAMRI berupa denda sebesar 2% dari jumlah premi yang harus dibayarkan per bulan sejak Juli 2020 (belum menerima surat teguran dan belum dilakukan pembayaran oleh Perum DAMRI kepada BPJS atas denda tersebut)</p> <p><i>The Social Security Administrative Body (BPJS) has the potential to impose sanctions on Perum DAMRI in the form of a fine of 2% of the premium that must be paid per month since July 2020 (not yet received a warning letter and payment has not been made by Perum DAMRI to BPJS for the fine)</i></p> | <p>Sanksi dikenakan atas keterlambatan pembayaran premi BPJS Ketenagakerjaan berdasarkan Peraturan Republik Indonesia Nomor: 86 Tahun 2013 tentang tata Cara Pengenaan Sanksi Administratif Kepada Pemberi Kerja Selain Penyelenggara Negara dan Setiap Orang, Selain Pemberi Kerja, Pekerja, dan Penerima Bantuan Iuran Dalam Penyelenggaraan Jaminan Sosial.</p> <p><i>Sanctions are imposed for late payment of BPJS Employment premiums based on Regulation of the Republic of Indonesia Number: 86 of 2013 concerning Procedures for Imposing Administrative Sanctions to Employers other than State Administrators and Everyone, Other than Employers, Workers, and Contribution Assistance Recipients in the Implementation of Social Security.</i></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Pengenaan sanksi berupa tidak dapat menagihkan nilai penyusutan pada penagihan termin pembayaran.<br/><i>The imposition of sanctions in the form of not being able to collect the depreciation value on the collection of payment terms.</i></p> | <p>b Sanksi dikenakan karena adanya ketidaksesuaian spesifikasi kendaraan yang digunakan dalam operasional pelaksanaan Perjanjian berdasarkan Surat Perjanjian Nomor: KU.003/KONT-DJKMP/9/SK-DAJ/II/2020 Antara Perum DAMRI dengan Kementerian Perhubungan Perihal Paket Pekerjaan Subsidi Angkutan Antarmoda Untuk Mendukung KSPN Labuan Bajo<br/><i>Sanctions are imposed due to a discrepancy in the specifications of the vehicle used in the operational implementation of the Agreement based on the Agreement Letter Number: KU.003/KONT-DJKMP/9/SKDAJ/II/2020 Between Perum DAMRI and the Ministry of Transportation Regarding the Intermodal Transport Subsidy Work Package to Support KSPN Labuan Bajo</i></p> |
| <p>Pengenaan sanksi berupa tidak dapat menagihkan nilai penyusutan pada penagihan termin pembayaran.<br/><i>The imposition of sanctions in the form of not being able to collect the depreciation value on the collection of payment terms.</i></p> | <p>c Sanksi dikenakan karena adanya ketidaksesuaian spesifikasi kendaraan yang digunakan dalam operasional pelaksanaan Perjanjian berdasarkan Surat Perjanjian Nomor: KU.003/KONT-DJKMP/8/SK-DAJ/II/2020 antara Perum DAMRI dengan Kementerian Perhubungan perihal Paket Pekerjaan Subsidi Angkutan Antarmoda untuk Mendukung KSPN Mandalika.<br/><i>Sanctions are imposed due to a discrepancy in the specifications of the vehicle used in the operational implementation of the Agreement based on the Agreement Letter Number: KU.003/KONT-DJKMP/8/SKDAJ/II/2020 between Perum DAMRI and the Ministry of Transportation regarding the Intermodal Transport Subsidy Work Package to Support KSPN Mandalika.</i></p>   |

## Informasi Keuangan Yang Telah Dilaporkan Yang Mengandung Kejadian Yang Sifatnya Luar Biasa Dan Jarang Terjadi

Tidak ada peristiwa/kejadian penting setelah tanggal laporan posisi keuangan yang berpengaruh signifikan terhadap Laporan Keuangan konsolidasian.

## Peningkatan Yang Material Dikaitkan Dengan Jumlah Barang Yang Dijual/Barang Baru

Pada tahun 2020, tidak terjadi peningkatan yang material dikaitkan dengan jumlah barang yang dijual/barang baru.

## Reported Financial Information Containing Extraordinary and Rare Events

*There are no significant events/incidents after the statement of financial position date that have a significant effect on the consolidated financial statements.*

## Material Improvements Associated With The Number of Items Sold/New Items

*In 2020, there was no material increase in terms of the number of goods sold/new goods.*

Soekarno Hatta International  
Airport  
Terminal 2  
5440140



**DAMRI**

Cibinong

Arrival Time

09:57:16

Estimated Dep.

10:07

Remark

BOARDING



# **PENGEMBANGAN PERUSAHAAN**

***COMPANY DEVELOPMENT***





# Investasi Untuk Menghadapi Tantangan Ke Depan

## *Investing To Face The Challenges Ahead*

Dalam kondisi ekonomi yang sedang turun, strategi yang paling tepat adalah melakukan efisiensi biaya-biaya perusahaan serta melakukan optimalisasi sumberdaya yang tersedia. Langkah yang dilakukan di antaranya adalah dengan memperkuat trayek-trayek yang masih cukup banyak pelanggan pada saat pandemi sembari tetap menjaga eksistensi trayek yang ada. Selain itu pengembangan bisnis yang dapat dilakukan pada saat kondisi pandemi adalah dengan mencari bisnis dengan pendapatan yang “pasti”, seperti angkutan kerjasama dengan pemerintah (subsidi). Dengan perluasan jaringan dan melakukan penjangkaran peluang kerjasama dengan pemerintah, dipastikan bahwa sumberdaya yang ada dapat dipergunakan dengan baik dan mendatangkan manfaat bagi Perusahaan.

Untuk menunjang keberlangsungan Perusahaan, strategi yang dikembangkan adalah angkutan logistik, di mana pola kehidupan baru masyarakat (*new normal*) menghadirkan potensi masyarakat untuk melakukan kegiatan perbelanjaan melalui *market place online* sehingga potensi pergerakan barang signifikan. DAMRI sebagai perusahaan transportasi telah mengembangkan *DAMRI Integrated Logistic System (DILS)*, yaitu sistem yang mengintegrasikan pelayanan angkutan barang dengan kekuatan jaringan yang dimiliki DAMRI di seluruh Indonesia.

*In a downturn in the economy, the most appropriate strategy is to make the company's costs efficient and optimize the available resources. The steps taken include strengthening routes that still have quite a number of customers during the pandemic while maintaining the existing routes. In addition to that, business development that can be carried out during the pandemic is to look for businesses with “definite” income, such as transportation in cooperation with the government (subsidies). By expanding the network and conducting collaboration opportunities with the government, it is ensured that existing resources can be used properly and bring benefits to the Company.*

*To support the Company's sustainability, the strategy developed is logistics transportation, where the new normal pattern of life presents the potential for the community to carry out shopping activities through online market places so that the potential for movement of goods is significant. DAMRI as a transportation company has developed the DAMRI Integrated Logistic System (DILS), which is a system that integrates goods transportation services with the network owned by DAMRI throughout Indonesia.*

# Proyek-Proyek Pengembangan Perusahaan

## Company Development Projects

Tabel Proyek Pengembangan Usaha Perum DAMRI  
Perum DAMRI Business Development Project Table

| Nama Proyek<br>Project Name                                              | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Nilai Kontrak<br>Contract Value | Cabang Pelaksana<br>Implementor Branch                |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------|
| Tender Pupuk Indonesia<br><i>Indonesian Fertilizer Tender</i>            | <p>Tender Pupuk Indonesia diselenggarakan oleh <b>BUMN</b> yang beroperasi pada industri pupuk melalui PT Pupuk Indonesia selaku Holding Company. Aktivitas jasa yang ditenderkan adalah jasa transportasi barang hasil jadi pabrik (pupuk) menuju gudang penyimpanan, dengan perusahaan <b>PT Pupuk Kujang</b> dan <b>PT Petrokimia Gresik</b>.</p> <p><i>The Pupuk Indonesia tender is held by a BUMN operating in the fertilizer industry through PT Pupuk Indonesia as the Holding Company. The service activity being tendered is transportation of factory finished goods (fertilizer) to the storage warehouses, of PT Pupuk Kujang and PT Petrokimia Gresik.</i></p> | Rp 5.688.408.250                | DAMRI Logistik<br><i>DAMRI Logistics</i>              |
| Tender AJAP Dirjen Pajak<br><i>Tender AJAP Director General of Taxes</i> | <p>Tender Angkutan Karyawan yang diselenggarakan oleh Direktorat Jenderal Pajak Kementerian Keuangan di Kantor Pusat yang beroperasi untuk mengangkut karyawan dari dan menuju Kantor Pusat Dirjen Pajak di Rawamangun dengan memperhatikan protokol kesehatan yang aman untuk penumpang dan pengemudi.</p> <p><i>Employee Transportation Tender organized by the Directorate General of Taxes of the Ministry of Finance at the Head Office which operates to transport employees to and from the Head Office of the Director General of Taxes in Rawamangun by observing safe health protocols for passengers and drivers.</i></p>                                         | Rp 2.838.600,000                | DAMRI Cabang Basoetta<br><i>DAMRI Basoetta Branch</i> |

| Nama Proyek<br><i>Project Name</i>            | Keterangan<br><i>Description</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Nilai Kontrak<br><i>Contract Value</i> | Cabang Pelaksana<br><i>Implementor Branch</i>                             |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------------------------------------------------------|
| Angkutan Haji<br><i>Hajj Transport</i>        | <p>Tender Angkutan Penumpang Jemaah Haji saat debarkasi maupun embarkasi di 10 lokasi (Banda Aceh, Medan, Padang, Jakarta, Solo, Lombok, Balikpapan, Makassar, Banjarmasin, dan Bandung)</p> <p><i>Tender for Passenger Transport of Hajj Pilgrims during debarkation and embarkation at 10 locations (Banda Aceh, Medan, Padang, Jakarta, Solo, Lombok, Balikpapan, Makassar, Banjarmasin, and Bandung)</i></p>                                                                                                                                                                                                                                                                                                             | Rp 26.203.280.023                      | 10 Cabang<br><i>10 Branches</i>                                           |
| Kerjasama BP2MI<br><i>BP2MI Collaboration</i> | <p>Merupakan langkah kerjasama antara Perum DAMRI dan Badan Perlindungan Pekerja Migran Indonesia (BP2MI) untuk Pengangkutan Pemberangkatan dan Pemulangan Calon Pekerja Migran Indonesia (PMI) dari debarkasi dan embarkasi. Dasarnya adalah Perjanjian Kerja Sama antara DAMRI dan BP2MI Nomor : 02/KA-PKS/XI/2020 Nomor: 3386/KL.004/SPK/00/DU/2020</p> <p><i>This is a collaboration between Perum DAMRI and the Indonesian Migrant Workers Protection Agency (BP2MI) for the Departure and Return of Prospective Indonesian Migrant Workers (PMI) from debarkation and embarkation. The basis is the Cooperation Agreement between DAMRI and BP2MI Number: 02/KA-PKS/XI/2020 Number: 3386/KL.004/SPK/00/DU/2020</i></p> | -                                      | -                                                                         |
| Angkutan Perintis<br><i>Pioneer Transport</i> | <p>Segmen perintis merupakan salah satu segmen andalan DAMRI. Tidak banyak perusahaan yang mampu menjalankan layanan perintis ini. Secara historis, pertumbuhan segmen ini berkisar antara 10-15% per tahun dan merupakan angkutan penugasan dari Kementerian Perhubungan. Salah satu tantangan dari segmen ini adalah peremajaan armada yang sedang diupayakan mendapatkan solusi penyediaan armada baru dari Kementerian Perhubungan.</p> <p><i>The pioneer segment is one of DAMRI's mainstay segments. Not many companies are capable of running this pioneering service. Historically, the growth of this segment hovers around 10-15% per year and is an assignment from the Ministry of Transportation.</i></p>       | Rp 121.920.333.393                     | 47 Cabang di seluruh Indonesia<br><i>47 Branches throughout Indonesia</i> |

| Nama Proyek<br>Project Name                 | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Nilai Kontrak<br>Contract Value | Cabang Pelaksana<br>Implementor Branch |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------|
|                                             | <i>One of the challenges of this segment is the fleet rejuvenation which is being sought by obtaining a solution for providing a new fleet from the Ministry of Transportation.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                 |                                        |
| Angkutan KSPN<br><i>KSPN Transportation</i> | <p>Sektor pariwisata merupakan salah satu sektor yang diharapkan dapat menggerakkan perekonomian nasional. Jumlah kunjungan wisatawan mancanegara ke Indonesia tahun 2015 mencapai 10,23 juta orang dan terus mengalami peningkatan hingga mencapai lebih dari 16,1 juta wisman pada tahun 2019. Penetapan 10 destinasi prioritas sebagaimana amanat Presiden, menjadi upaya untuk mendongkrak pemerataan pariwisata Indonesia. Tujuan wisata kemudian difokuskan kepada “11 Lokasi KSPN”, yaitu Danau Toba, Borobudur, Mandalika, Labuan Bajo, Morotai, Toraja, Bromo, Tanjung Lesung, Tanjung Kelayang, Wakatobi, dan Likupang. Segmen ini merupakan salah satu segmen baru bagi DAMRI. Hal ini dimulai saat Perusahaan memenangkan tender untuk angkutan yang melayani Kawasan Strategis Pariwisata Nasional (KSPN). Dengan berkembangnya layanan KSPN ini, berkembang pula segmen angkutan pariwisata.</p> <p><i>The tourism sector is one sector that is expected to drive the national economy. The number of foreign tourist arrivals to Indonesia in 2015 reached 10.23 million people and continued to increase to reach more than 16.1 million foreign tourists in 2019. The appointment of 10 priority destinations as mandated by the President, is an effort to boost the distribution of tourism in Indonesia. Tourist destinations are then focused on “11 KSPN Locations”, namely Lake Toba, Borobudur, Mandalika, Labuan Bajo, Morotai, Toraja, Bromo, Tanjung Lesung, Tanjung Kelayang, Wakatobi, and Likupang. This segment is one of the new segments for DAMRI. This started when the Company won the tender for transportation serving the National Tourism Strategic Area (KSPN). With the development of this KSPN service, the tourism transportation segment has also been developed.</i></p> | Rp 33.301.470.962               | 11 Cabang<br><i>11 Branches</i>        |



| Nama Proyek<br>Project Name                                    | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Nilai Kontrak<br>Contract Value | Cabang Pelaksana<br>Implementor Branch |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------|
| Angkutan PEN<br><i>National Economic Rescue Transportation</i> | <p>Berdasarkan Peraturan Pemerintah Nomor 23 Tahun 2020 tentang Pelaksanaan Program Pemulihan Ekonomi Nasional dalam Rangka Mendukung Kebijakan Keuangan Negara untuk Penanganan Pandemi <i>Corona Virus Disease 2019</i> (Covid-19) dan/atau Menghadapi Ancaman yang Membahayakan Perekonomian Nasional dan/atau Stabilitas Sistem Keuangan serta Penyelamatan Ekonomi Nasional sebagaimana telah diubah dengan Peraturan Pemerintah Nomor 43 Tahun 2020, pemerintah dapat melakukan kebijakan pemulihan ekonomi nasional melalui belanja negara sesuai dengan ketentuan peraturan perundang-undangan. Sebagaimana telah diatur, penyelenggaraan pelayanan angkutan penumpang umum pada kawasan strategis nasional di kawasan pariwisata dan simpul transportasi dapat dilaksanakan melalui penugasan kepada DAMRI.</p> <p><i>Based on Government Regulation Number 23 of 2020 concerning Implementation of the National Economic Recovery Program in Order to Support State Financial Policies for Handling the Corona Virus Disease 2019 (Covid-19) Pandemic and/or Facing Threats That Endanger the National Economy and/or Financial System Stability and Rescue the National Economy as amended by Government Regulation Number 43 of 2020, the government can carry out national economic recovery policies through state spending in accordance with the provisions of laws and regulations. As per the regulation, the implementation of public passenger transportation services in national strategic areas in tourism areas and transportation nodes can be carried out through assignments to DAMRI.</i></p> | Rp 8.794.801.630                | 4 Cabang<br><i>4 Branches</i>          |

| Nama Proyek<br><i>Project Name</i>                                       | Keterangan<br><i>Description</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Nilai Kontrak<br><i>Contract Value</i> | Cabang Pelaksana<br><i>Implementor Branch</i> |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------|
| Angkutan Barang Tol Laut<br><i>Sea Toll Freight Transport</i>            | <p>Bahwa untuk menunjang pelayanan angkutan barang dari dan ke daerah tertinggal, terpencil, terluar, dan perbatasan; diperlukan kewajiban pelayanan publik angkutan barang di jalan dari dan ke daerah tertinggal, terpencil, terluar, dan perbatasan. Sesuai dengan ketentuan Peraturan Menteri Perhubungan Nomor PM 10 Tahun 2020 tentang Pedoman Pelaksanaan Penyelenggaraan Kewajiban Pelayanan Publik Angkutan Barang di Jalan dari dan ke daerah tertinggal, terpencil, terluar, dan perbatasan dapat dilaksanakan melalui penugasan kepada DAMRI.</p> <p><i>To support goods transportation services to and from underdeveloped, remote, outermost, and border areas; it is necessary to have public service obligations for the transportation of goods on the road to and from underdeveloped, remote, outermost, and border areas. In accordance with the provisions of the Regulation of the Minister of Transportation Number PM 10 of 2020 concerning Guidelines for Implementing Obligations for Public Service Transportation of goods on the road from and to disadvantaged, remote, outermost, and border areas, this can be carried out through assignments to DAMRI.</i></p> | Rp 5.779.168.482                       | 3 Cabang<br><i>3 Branches</i>                 |
| Angkutan Buy The Service (BTS)<br><i>Buy The Service (BTS) Transport</i> | <p>Kegiatan tender diselenggarakan oleh Direktorat Angkutan Jalan Kementerian Perhubungan dalam Pengembangan Angkutan Massal Berbasis Jalan Di Kawasan Perkotaan dengan Skema Pembelian Layanan di Kota Surakarta dan Medan.</p> <p><i>The tender activity was organized by the Directorate of Road Transportation of the Ministry of Transportation in the Development of Road-Based Mass Transportation in Urban Areas with Service Purchase Schemes in Surakarta and Medan.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rp 68.867.542.000                      | 2 Cabang<br><i>2 Branches</i>                 |

| Nama Proyek<br>Project Name                                                                                               | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Nilai Kontrak<br>Contract Value | Cabang Pelaksana<br>Implementor Branch |
|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------|
| Kerjasama dengan PT Pelni<br><i>Cooperation with PT Pelni</i>                                                             | <p>Merupakan langkah kerjasama dengan perusahaan BUMN di bidang angkutan logistik dalam rangka sinergisitas pelayanan publik angkutan barang tol laut di jalan dan ke daerah tertinggal, terpencil, terluar, dan perbatasan. Peningkatan akses transportasi dan distribusi barang tol laut di jalan dari dan ke daerah tertinggal, terpencil, terluar dan perbatasan tersebut didasari Nota Kesepahaman antara DAMRI dengan PT Pelayaran Indonesia (PELNI) Nomor: 3455.01/AK.703/SPK/00/DU/2020 tanggal 23 Desember 2020.</p> <p><i>This is a cooperation with state-owned companies in the logistics transportation sector in the context of synergizing public services for sea toll freight transportation on roads and to underdeveloped, remote, outermost, and border areas. Increasing access to transportation and distribution of sea toll goods on the road from and to disadvantaged, remote, outermost and border areas is based on the Memorandum of Understanding between DAMRI and PT Pelayaran Indonesia (PELNI) Number: 3455.01/AK.703/SPK/00/DU/2020 dated December 23, 2020.</i></p> | -                               | -                                      |
| Kerjasama dengan PT Kereta Cepat Indonesia China (KCIC)<br><i>Cooperation with PT Kereta Cepat Indonesia China (KCIC)</i> | <p>Merupakan langkah kerjasama dengan perusahaan di bidang angkutan penumpang dalam menyediakan kebutuhan shuttle bus untuk mendukung arus mobilisasi penumpang dari dan ke semua stasiun di Halim, Karawang, Walini, Tegalluar, dan stasiun lain serta bisnis pendukung lainnya. Dasarnya adalah Nota Kesepahaman antara DAMRI dengan PT Kereta Cepat Indonesia China (KCIC) Nomor: 3470.00/AA.701/SPK/00/DU/2020 tanggal 30 Desember 2020.</p> <p><i>This is a cooperation with companies in the field of passenger transportation in providing shuttle bus needs to support the flow of passenger mobilization from and to all stations in Halim, Karawang, Walini, Tegalluar, and other stations as well as other supporting businesses.</i></p>                                                                                                                                                                                                                                                                                                                                                    | -                               | -                                      |

| Nama Proyek<br>Project Name                                                                                 | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Nilai Kontrak<br>Contract Value | Cabang Pelaksana<br>Implementor Branch |
|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------|
|                                                                                                             | <i>The basis is the Memorandum of Understanding between DAMRI and PT Kereta Cepat Indonesia China (KCIC) Number: 3470.00/AA.701/SPK/00/DU/2020 dated December 30, 2020.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                 |                                        |
| Kerjasama dengan PT Krakatau Tourism Development<br><i>Cooperation with PT Krakatau Tourism Development</i> | Merupakan langkah kerjasama dengan perusahaan di bidang pengembangan pariwisata untuk optimalisasi trayek eksisting DAMRI di Lampung, pemanfaatan bus untuk bus hotel dan untuk restoran atau area komersial serta promosi Bersama terhadap Krakatau Nirwana Resort. Dasarnya adalah Nota Kesepahaman antara DAMRI dengan PT Krakatau Tourism Development Nomor: 3469.00/AA.703/SPK/00/DU/2020 tanggal 30 Desember 2020.<br><br><i>This is a cooperation with companies in the field of tourism development to optimize the existing DAMRI route in Lampung, use buses for hotel buses and for restaurants or commercial areas as well as joint promotion of Krakatau Nirwana Resort. The basis is the Memorandum of Understanding between DAMRI and PT Krakatau Tourism Development Number: 3469.00/AA.703/SPK/00/DU/2020 dated December 30, 2020.</i> | -                               | -                                      |
| Kerjasama dengan Lorena<br><i>Collaboration with Lorena</i>                                                 | Merupakan langkah kerjasama dengan perusahaan swasta di bidang logistik dengan mengimplementasikan teknologi dalam kegiatan operasionalnya dengan dasar Nota Kesepahaman antara DAMRI dengan PT Eka Sari Lorena Nomor: 3374.00/KL.004/SPK/00/DU/2020 tanggal 27 Oktober 2020.<br><br><i>This is a cooperation with private companies in the logistics sector by implementing technology in their operational activities based on the Memorandum of Understanding between DAMRI and PT Eka Sari Lorena Number: 3374.00/KL.004/SPK/00/DU/2020 dated October 27, 2020</i>                                                                                                                                                                                                                                                                                  | -                               | -                                      |



| Nama Proyek<br>Project Name                                                                                                                                                           | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Nilai Kontrak<br>Contract Value | Cabang Pelaksana<br>Implementor Branch |
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| <p>Kerjasama Penyusunan Masterplan Cluster Transportasi dan Logistik BUMN</p> <p><i>Cooperation in the Preparation of the SOE Transportation and Logistics Cluster Masterplan</i></p> | <p>Berdasarkan Surat Kementerian BUMN Nomor S.6/WK2.MBU/02/2020 tanggal 6 Februari 2020 perihal pembentukan <i>cluster</i> BUMN binaan Wakil Menteri II terkait transportasi dan logistik, terbentuklah kerjasama antara PT KAI, DAMRI, Perum PPD, PT Pos, PT VTP dengan <i>Boston Consulting Group</i> (BCG) selaku konsultan terpilih.</p> <p><i>Masterplan Cluster</i> Transportasi dan Logistik BUMN menghasilkan pola kerjasama antara 5 BUMN yang saling bersinergi di 3 segmen usaha, yakni penumpang (mobilitas urban dan jarak jauh), kargo (komoditas dan produk), dan pos dan kurir (surat dan parcel).</p> <p><i>Based on the SOE Ministry Letter Number S.6/WK2.MBU/02/2020 dated February 6, 2020 regarding the formation of a BUMN cluster assisted by the Deputy Minister II related to transportation and logistics, a collaboration was formed among PT KAI, DAMRI, Perum PPD, PT Pos, PT VTP with Boston Consulting Group (BCG) as the selected consultant.</i></p> <p><i>The SOE Transportation and Logistics Cluster Masterplan is resulted in a pattern of collaboration between 5 SOEs that synergize with each other in 3 business segments, namely passengers (urban and long-distance mobility), cargo (commodities and products), and postal and courier (letters and parcels).</i></p> | -                               | -                                      |
| <p>Kerjasama antara DAMRI dengan Asian Development Bank (ADB)</p> <p><i>Cooperation between DAMRI and the Asian Development Bank (ADB)</i></p>                                        | <p>Kerjasama antara DAMRI dengan Asian Development Bank (ADB) adalah salah satu bentuk dari tindak lanjut Peraturan Presiden (Perpres) Nomor 55 Tahun 2019 tentang Percepatan Program Kendaraan Listrik Berbasis Baterai (KLBB).</p> <p>Kerjasama ini menggandeng konsultan rekomendasi ADB di bidang <i>finance</i> dan teknis untuk meriset dan mendanai rencana konversi armada segmen bus bandara DAMRI dari bus berbahan bakar diesel menjadi bus <i>full electric</i>.</p> <p><i>The collaboration between DAMRI and the Asian Development Bank (ADB) is a form of follow-up to Presidential Regulation (Perpres) Number 55 of 2019 concerning the Acceleration of the Battery-Based Electric Vehicle Program (KLBB).</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | -                               | -                                      |

| Nama Proyek<br>Project Name                                                                                                                                                                                                                                              | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Nilai Kontrak<br>Contract Value | Cabang Pelaksana<br>Implementor Branch |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------|
|                                                                                                                                                                                                                                                                          | <i>This collaboration ropes in ADB's recommended consultants in the finance and technical fields to research and finance the plan to convert the DAMRI airport bus segment from diesel-fueled buses to full-electric buses.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                 |                                        |
| Kerjasama antara DAMRI dengan Badan Pengelola Keuangan Haji (BPKH) untuk mengembangkan <i>Joint Venture Company</i> di Arab Saudi<br><i>Cooperation between DAMRI and the Hajj Financial Management Agency (BPKH) to develop a Joint Venture Company in Saudi Arabia</i> | Berdasarkan Nota Kesepahaman antara DAMRI dan BPKH, terbentuk kerjasama dengan tujuan berkolaborasi demi memperluas jaringan bisnis di Arab Saudi. Adanya kolaborasi tersebut menunjukkan adanya sinergitas antara Pemerintah Indonesia dengan Pemerintah Arab Saudi dalam perluasan jaringan transportasi DAMRI di Timur Tengah.<br>Tiap tahunnya, <i>capital outflow</i> Indonesia terhadap aktivitas haji dan umrah dapat mencapai Rp 15 triliun. DAMRI dan BPKH bertujuan menjadikan aktivitas haji dan umrah sebagai salah satu upaya memelihara <i>capital inflow</i> dengan menghadirkan jasa transportasi jemaah haji dan umrah di Arab Saudi.<br><i>Based on the Memorandum of Understanding between DAMRI and BPKH, a collaboration was formed with the aim of collaborating to expand business networks in Saudi Arabia. This collaboration shows the synergy between the Government of Indonesia and the Government of Saudi Arabia in expanding the DAMRI transportation network in the Middle East. Every year, Indonesia's capital outflow towards hajj and umrah activities can reach Rp 15 trillion. DAMRI and BPKH aim to make Hajj and Umrah activities as an effort to maintain capital inflow by providing transportation services for Hajj and Umrah pilgrims in Saudi Arabia.</i> | -                               | -                                      |





# Inovasi Teknologi Informasi dalam Pengembangan Layanan

## *Information Technology Innovation in Service Development*

Sejalan dengan perkembangan digital, pemanfaatan teknologi informasi memiliki peranan penting dalam upaya memperluas akses atas produk dan layanan melalui platform digital. Upayanya adalah dengan meningkatkan kapabilitas, dan kapasitas jaringan, serta meningkatkan kualitas pengalaman pelanggan (*customer experience*) melalui pemanfaatan teknologi informasi dan standardisasi pelayanan.

DAMRI berkomitmen untuk terus melakukan inovasi dalam sistem pelayanan kepada pelanggan setia dan memperluas akses pelanggan dalam pembelian tiket, sejalan dengan peningkatan preferensi pelanggan terhadap transaksi digital. DAMRI terus mengembangkan kapabilitas layanan pelanggan hingga dalam sistem pembelian tiket secara online dan memperluas cara pembayaran. Sejak tahun 2020, DAMRI telah melakukan pengembangan melalui pembangunan sistem *Customer Relationship Management* dan *e-ticketing system*.

a. *Customer Relationship Management*

Pembuatan sistem *Customer Relation Management* meliputi *Management Dashboard*, *Data-warehouse and Analytic*, *Call Center*, *Campaign System*, *Feedback system*, *Passenger Information System* telah tercapai 20% dan masih akan dilakukan pengembangan pada tahun 2021.

b. *E-Ticketing System*

Pengembangan *e-ticketing system* akan terus dilakukan dengan memperluas *channel* pemesanan tiket bus secara *on-site sales*, *online sales*, dan *online travel agent* (OTA), juga mendukung gerakan *cashless payment* melalui kerja sama dengan beberapa *payment gateway* (PG).

*In line with digital developments, the use of information technology has an important role in the efforts to expand access to products and services through digital platforms. The effort is to increase network capability and capacity, as well as to improve the quality of customer experience through the use of information technology and service standardization.*

*DAMRI is committed to continue to innovate in its service system to loyal customers and expand customer access in purchasing tickets, in line with increasing customer preferences for digital transactions. DAMRI continues to develop customer service capabilities to the online ticket purchase system and expand payment methods. Since 2020, DAMRI has been moving forward by the development of a Customer Relationship Management system and an e-ticketing system.*

a. *Customer Relationship Management*

*The creation of a Customer Relations Management system including Management Dashboard, Data-warehouse and Analytic, Call Center, Campaign System, Feedback system, Passenger Information System has reached 20% and development in 2021 is still underway.*

b. *E-Ticketing System*

*The development of the e-ticketing system will continue to be carried out by expanding the on-site sales, online sales, and online travel agent (OTA) bus ticket booking channels, as well as supporting the cashless payment movement through collaboration with several payment gateways (PG).*

## Belanja Modal

### Capital Expenditure



### Investasi di Tahun 2020

### Investment in 2020

Tabel Investasi Perusahaan Selama Tahun 2020  
Company Investment Table During 2020

| No    | Uraian<br>Description                                                    | Tahun 2020 Year of 2020 |                          | %     |
|-------|--------------------------------------------------------------------------|-------------------------|--------------------------|-------|
|       |                                                                          | Anggaran<br>Budget      | Realisasi<br>Realization |       |
| 1     | Pengadaan Bus dan Mobil Barang<br>Procurement of Buses and Cars of Goods | 84.900.000              | 22.774.200               | 26,82 |
| 2     | Perbaikan<br>Repair                                                      | 20.063.511              | 16.373.077               | 81,61 |
| 3     | Peralatan Bengkel<br>Workshop Equipment                                  | 747.000                 | 131.119                  | 17,55 |
| 4     | Pengadaan Tanah<br>Land Acquisition                                      | -                       | -                        | -     |
| 5     | Sertifikat Tanah<br>Land Certificate                                     | -                       | -                        | -     |
| 6     | Kendaraan Dinas<br>Official Vehicle                                      | -                       | 280.421                  | -     |
| 7     | Bangunan<br>Building                                                     | 1.427.320               | 1.366.177                | 95,72 |
| 8     | Mesin-mesin Kantor<br>Office Machines                                    | 696.250                 | 394.726                  | 56,69 |
| 9     | Inventaris Kantor<br>Office Inventory                                    | 3.120.000               | 1.199.737                | 38,45 |
| 10    | Pengadaan Sistem Administrasi<br>Administration System Procurement       | 2.902.000               | -                        | -     |
| 11    | Investasi Usaha Lainnya<br>Other Business Investment                     | -                       | -                        | -     |
| Total |                                                                          | 113.856.081             | 42.519.457               | 37,34 |



| No    | Uraian<br><i>Description</i>                       | Tahun 2020 <i>Year of 2020</i> |                                 | %      |
|-------|----------------------------------------------------|--------------------------------|---------------------------------|--------|
|       |                                                    | Anggaran<br><i>Budget</i>      | Realisasi<br><i>Realization</i> |        |
| II    | Sumber Dana <i>Source Of Funds</i>                 |                                |                                 |        |
| 1     | Dana Intern<br><i>Internal Fund</i>                | 12.906.081                     | 42.519.457                      | 329,45 |
| 2     | Kredit Bank/MTN<br><i>Bank Credit/MTN</i>          | 100.950.000                    | -                               | -      |
| 3     | Bantuan Pemerintah<br><i>Government Assistance</i> | -                              | -                               | -      |
| Total |                                                    | 113.856.081                    | 42.519.457                      | 37,34  |

Pada tahun 2020 investasi terealisasi sebesar Rp 42,52 miliar dari anggaran Rp 113,86 miliar atau 37,34% yang terdiri atas:

1. Pengadaan 51 unit mobil *Hiace* untuk KSPN.
2. Perbaikan/rekondisi sebanyak 55 unit.
3. Pengadaan peralatan perbengkelan di SBU TJ, Cabang Basoetta, Pontianak, dan Serang.
4. Perbaikan bangunan di Kantor Pusat, SBU TJ, Namlea, Palembang, Pangkalpinang, Yogyakarta, dan Pontianak.
5. Pengadaan mesin dan inventaris kantor di Kantor Pusat maupun di kantor cabang.

*In 2020 realized investment of IDR 42.52 billion from the budget of IDR 113.86 billion or 37.34% consisting of:*

- 1. Procurement of 51 Hiace cars for KSPN.*
- 2. Repair/recondition 55 units.*
- 3. Procurement of workshop equipment at SBU TJ, Basoetta, Pontianak, and Serang Branches.*
- 4. Building repairs at the Head Office, SBU TJ, Namlea, Palembang, Pangkalpinang, Yogyakarta, and Pontianak.*
- 5. Procurement of office machinery and inventory at the Head Office and at branch offices.*



## Dokumen GCG



Dokumen terkait GCG lainnya seperti Sistem Kontrol Internal, Direksi dan atau Standar Operasional Prosedur (SOP), dan lain-lain, serta Peraturan Gratifikasi, dll

# TATA KELOLA PERUSAHAAN CORPORATE GOVERNANCE

## Pencapaian Dalam Penerapan Tata Kelola Perusahaan

### *Achievements In Implementation of Corporate Governance*

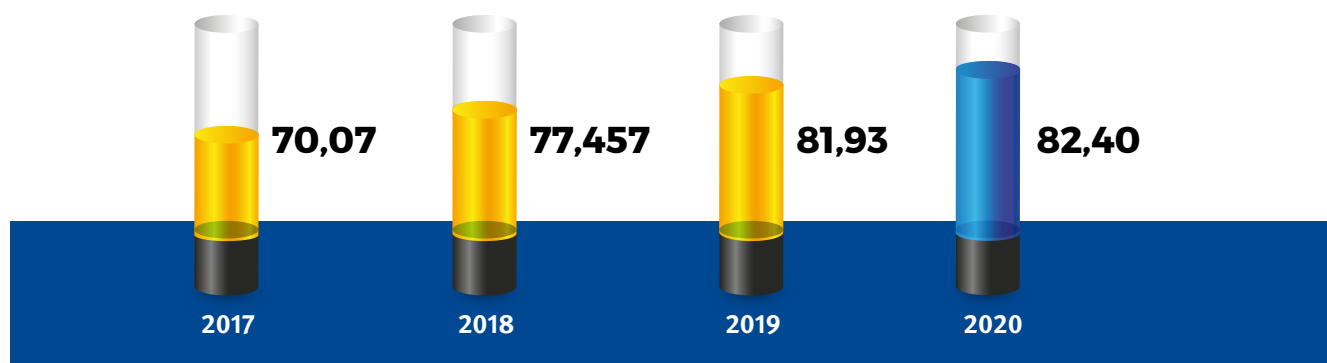
Penghargaan sebagai instansi dengan pengelolaan LHKPN terbaik tahun 2020 dalam acara Penganugerahan Kepatuhan LHKPN Terbaik oleh Komisi Pemberantasan Korupsi (KPK) pada 22 Desember 2020.



*Award as the agency with the best LHKPN management in 2020 in the Best LHKPN Compliance Award event by the Corruption Eradication Commission (KPK) on 22 December 2020.*

Peningkatan skor *assessment* GCG dari 77,457 pada tahun 2018 meningkat menjadi 81,93 pada tahun 2019, dan kemudian meningkat lagi menjadi 82,40 pada tahun 2020 dengan klasifikasi penerapan GCG “baik”.

*Improved score assessment GCG of 77.457 in 2018 increased to 81.93 in 2019, and then increased again to 82.40 in 2020 with the implementation of GCG classification "good".*



## Highlight Aktivitas Tata Kelola Tahun 2020

### *Governance Activities Highlights In 2020*

Untuk memperkuat implementasi GCG, di tahun 2020 Perusahaan melakukan penyempurnaan kebijakan GCG, sosialisasi dan internalisasi GCG ke unit-unit usaha (Kantor Pusat, Kantor Divisi Regional, dan Kantor Cabang), meningkatkan kepatuhan pelaporan LHKPN, serta melaksanakan kegiatan-kegiatan terkait pendidikan antikorupsi.

*To strengthen the implementation of GCG, in 2020 the Company improved its GCG policy, did socialization and GCG internalization to business units (Head Office, Regional Divisional Offices, and Branch Offices), improved LHKPN reporting compliance, and carried out activities related to anti-corruption education.*



# Jejak Langkah Implementasi GCG Perusahaan

## *Steps of Company GCG Implementation*

### Penyempurnaan Aturan GCG

Pada tahun 2020, Perusahaan melakukan penyempurnaan dan pemutakhiran kebijakan GCG untuk menyesuaikan dengan kondisi lingkungan usaha dan dinamika perkembangan organisasi, yaitu:

1. Pemutakhiran dokumen Pengendalian Gratifikasi
2. Pemutakhiran dokumen *Code of Conduct*
3. Pemutakhiran dokumen *Whistleblowing System*

### Sosialisasi GCG

Secara berkala, Perusahaan menyelenggarakan kegiatan internalisasi, pelatihan dan sosialisasi terkait GCG. Materi sosialisasi di antaranya mengenai pengenalan GCG, Kode Etik yang diikuti dengan penandatanganan Pakta Integritas, Pengendalian Gratifikasi, serta Pelaporan Dugaan Pelanggaran (*Whistleblowing System*).

Pada tahun 2020, kegiatan sosialisasi GCG dilaksanakan pada saat Rapat Kerja (Raker) Perusahaan yang dihadiri oleh seluruh perwakilan manajemen dari Kantor Pusat, Kantor Divisi Regional, dan Kantor Cabang.

Selain melaksanakan sosialisasi GCG melalui *workshop*; Pedoman GCG, Kode Etik, dan kebijakan serta panduan tentang praktik GCG lainnya disosialisasikan melalui media intranet Perusahaan (*e-office*) dan *website* yang dapat diakses oleh seluruh karyawan.

### Kegiatan Anti Korupsi

1. Sosialisasi gratifikasi kepada seluruh jajaran manajemen, karyawan, serta mitra kerja di Kantor Pusat, Divisi Regional, dan Cabang;
2. Kerjasama dengan Komisi Pemberantasan Korupsi (KPK) terkait sosialisasi, kampanye, dan pendidikan antikorupsi; dan
3. Publikasi antigratifikasi di media sosial (Instagram, Facebook, Twitter, *Website*).

### GCG Rules Improvements

*In 2020, the Company made improvements and updates to its GCG policies to suit the conditions of the business environment and the dynamics of organizational development, namely:*

1. *Updating of Gratification Control document*
2. *Updating the Code of Conduct document*
3. *Updating Whistleblowing System document*

### GCG Socialization

*Periodically, the Company organizes internalization, training and socialization activities related to GCG. The socialization materials included the introduction of GCG, the Code of Ethics followed by the signing of the Integrity Pact, Gratification Control, and Reporting Alleged Violations (Whistleblowing System). In 2020, GCG socialization activities were carried out during the Company's Working Meeting which was attended by all management representatives from the Head Office, Regional Divisional Offices, and Branch Offices.*

*In addition to implementing GCG socialization through the work shop; GCG Guidelines, Code of Ethics, and other policies and guidelines on GCG practices are socialized through the Company's intranet (e-office) media and websites that can be accessed by all employees .*

### Anti-Corruption Activities

1. *Socialization of anti gratification to all levels of management, employees, and partners at the Head Office, Regional Divisions, and Branches ;*
2. *Cooperation with the Corruption Eradication Commission (KPK) related to anti-corruption socialization, campaigns, and education; and*
3. *Anti-gratification publications on social media (Instagram, Facebook, Twitter, Website) .*



# Dasar Penerapan GCG

## Basic Application of GCG



Sebagai wujud dari komitmen DAMRI untuk mengimplementasikan GCG yang baik secara penuh, Perusahaan memberlakukan berbagai kebijakan dan panduan seperti Pedoman GCG, Kode Etik, Panduan Direksi dan Dewan Pengawas (*Board Manual*), Piagam Komite Dewan Pengawas, Piagam Audit Internal, serta kebijakan turunan lainnya yang dibuat untuk mendukung penerapan GCG secara konsisten dan berkesinambungan. Kebijakan-kebijakan tersebut di antaranya adalah sebagai berikut:

1. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang BUMN
2. Peraturan Pemerintah Nomor 38 Tahun 2018 tentang Perusahaan Umum (Perum) DAMRI
3. Peraturan Menteri BUMN No. SK-01/MBU/2011 Tahun 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara
4. Peraturan Menteri BUMN No. SK-16/S.MBU/2012 Tahun 2012 tentang Indikator/Parameter Penilaian Dan Evaluasi Atas Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara
5. Pedoman GCG DAMRI:
  - a. *Code of Good Corporate Governance*
  - b. *Code of Conduct*
  - c. *Board Manual*
  - d. Sistem Pelaporan Pelanggaran (*Whistleblowing System*)
  - e. Pengendalian Gratifikasi
6. Peraturan tentang Pengelolaan Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN)
7. Piagam Komite Dewan Pengawas
8. Piagam Audit Internal
9. *Standard Operating Procedure* (SOP) terkait Keterbukaan Informasi

*As a form of DAMRI's commitment to fully implement GCG, the Company enforces the policies and guidelines such as the revised Code, Code of Conduct, the guide of the Board of Directors and the Supervisory Board (Board Manual), the Charter Committee of the Supervisory Board, the Internal Audit Charter, and the policies derived to support the implementation of GCG consistently and continuously. These policies include the following:*

1. *Law of the Republic of Indonesia Number 19 of 2003 concerning BUMN*
2. *Government Regulation Number 38 of 2018 concerning Public Company (Perum) DAMRI*
3. *Minister of SOE Regulation No. SK-01/MBU/2011 Year 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises*
4. *Minister of SOE Regulation No. SK-16/S.MBU/2012 of 2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises*
5. *DAMRI GCG Guidelines:*
  - a. *Code of Good Corporate Governance*
  - b. *Code of Conduct*
  - c. *Board Manual*
  - d. *Violation Reporting System (Whistleblowing System)*
  - e. *Gratuity Control*
6. *Regulation on Management of State Administration Assets Report (LHKPN)*
7. *Supervisory Board Committee Charter*
8. *Internal Audit Charter*
9. *Standard Operating Procedure (SOP) related to Information Disclosure*





## Pengendalian GCG untuk Setiap Kegiatan Usaha Perusahaan

Setiap kegiatan usaha Perusahaan (*business process*) yang dilaksanakan di DAMRI pada dasarnya harus memenuhi prinsip dasar GCG, yaitu *Transparency, Accountability, Responsibility, Independence, Fairness* (TARIF). Penerapan GCG juga berdasarkan rekomendasi dari hasil asesmen GCG, audit internal, audit eksternal (KAP), serta audit yang dilakukan oleh Komite Audit dan audit BPK.

## GCG Control for Every Company's Business Activities

Each of the Company's operations (*business process*) held in DAMRI basically has to meet the basic principles of good corporate governance, namely *Transparency, Accountability, Responsibility, Independence, Fairness* (CHECK). The implementation of GCG is also based on recommendations from the results of the GCG assessment, internal audit, external audit (KAP), as well as audits conducted by the Audit Committee and the BPK audit.

| Matriks Aspek GCG |                                                 | GCG Aspect Matrix                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.               | Aspek GCG<br>GCG Aspect                         | Pemenuhan Terhadap Aspek GCG                                                                                                                                                                                                                                                                                                                                                                     | Fulfillment of GCG Aspects                                                                                                                                                                                                                                                                                                                                                                                                       |
| 1                 | Transparansi<br>( <i>Transparency</i> )         | Pengambilan keputusan/kebijakan didukung oleh informasi atau data yang benar, relevan, tepat, dan akurat serta dilakukan secara terbuka melalui rapat-rapat dengan pihak internal dan eksternal terkait.                                                                                                                                                                                         | <i>Decision/policy making is supported by correct, relevant, precise and accurate information or data and is carried out openly through meetings with relevant internal and external parties.</i>                                                                                                                                                                                                                                |
| 2                 | Akuntabilitas<br>( <i>Accountability</i> )      | <ul style="list-style-type: none"> <li>- Kejelasan atas wewenang dan tanggung jawab atas fungsi, hak, kewajiban dalam organisasi Perusahaan untuk setiap tahapan usulan, kajian usaha/kebijakan, risk management, persetujuan, monitoring, dan evaluasi.</li> <li>- Program/kebijakan yang terukur dan selaras dengan visi, misi, tata nilai, sasaran usaha, dan strategi Perusahaan.</li> </ul> | <ul style="list-style-type: none"> <li>- <i>Clarity on authority and responsibility for functions, rights, obligations within the company organization for each stage of proposal, business/policy review, risk management, approval, monitoring, and evaluation.</i></li> <li>- <i>Programs/policies that are measurable and in line with the company's vision, mission, values, business goals, and strategies.</i></li> </ul> |
| 3                 | Pertanggungjawaban<br>( <i>Responsibility</i> ) | Pemenuhan/kepatuhan terhadap peraturan perundang-undangan yang berlaku dan peraturan internal Perusahaan serta etika bisnis, termasuk aspek lingkungan hidup dan tanggung jawab sosial.                                                                                                                                                                                                          | <i>Compliance/compliance with applicable laws and regulations and internal company regulations as well as business ethics, including environmental and social responsibility aspects.</i>                                                                                                                                                                                                                                        |
| 4                 | Kemandirian<br>( <i>Independence</i> )          | Program/kebijakan dikelola secara profesional dan tidak ada benturan kepentingan/pengaruh atau tekanan dari pihak manapun.                                                                                                                                                                                                                                                                       | <i>The program/policy is managed professionally and there is no conflict of interest/influence or pressure from any party.</i>                                                                                                                                                                                                                                                                                                   |

| No. | Aspek GCG<br>GCG Aspect | Pemenuhan Terhadap Aspek GCG                                            | Fulfillment of GCG Aspects                                             |
|-----|-------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------|
| 5   | Kewajaran<br>(Fairness) | Keadilan dan kesetaraan di dalam memenuhi hak-hak <i>stakeholders</i> . | Justice and equality in fulfilling the rights of <i>stakeholders</i> . |

## Pembaruan Dokumen GCG

Pada tahun 2020 dilakukan pembaruan beberapa dokumen GCG yang meliputi:

1. *Code of Conduct* (CoC)
2. *Whistleblowing System* (WBS)
3. Pengendalian Gratifikasi
4. Surat Keputusan Direksi tentang Tim *Whistleblowing System*
5. Surat Keputusan Direksi tentang Tim Unit Pengelola Gratifikasi

Adapun pembaruan dokumen GCG tersebut telah disesuaikan dengan beberapa perubahan yang terjadi dalam periode 2018 hingga 2020 yang meliputi perubahan Peraturan Pemerintah, pembaruan kebijakan internal Perusahaan, dan hasil rekomendasi dari asesmen GCG pada tahun sebelumnya.

## GCG Document Update

In 2020, several GCG documents were updated which include:

1. *Code of Conduct* (CoC)
2. *Whistle Blowing System* (WBS)
3. *Gratuity Control*
4. *Decree of the Board of Directors for the Whistleblowing System Team*
5. *Decree of the Board of Directors for the Gratification Management Unit Team*

The update of the GCG document has been adjusted to several changes that occurred in the period 2018 to 2020 including changes in government regulations, updates to company internal policies, and the results of recommendations from the previous year's GCG assessment.

## Tujuan Penerapan GCG Objective of GCG Application

Penerapan Good Corporate Governance di DAMRI, selain untuk mematuhi ketentuan yang ditetapkan oleh regulator, juga untuk mencapai sejumlah tujuan penting sebagai berikut:

1. Memaksimalkan kinerja dan nilai Perusahaan bagi Pemilik Modal melalui pelaksanaan prinsip transparansi, kemandirian, akuntabilitas, pertanggungjawaban, dan kewajaran agar Perusahaan memiliki daya saing yang tinggi.
2. Meningkatkan pengelolaan DAMRI secara profesional, transparan, efisien, serta mendorong pemberdayaan fungsi dan kemandirian Rapat Pembahasan Bersama, Dewan Pengawas, dan Direksi.
3. Menjadi acuan pengelolaan DAMRI dalam membuat keputusan dan menjalankan tindakan dan dilandasi moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan serta kesadaran akan tanggung jawab sosial DAMRI terhadap para pemangku kepentingan (*stakeholders*) dan kelestarian lingkungan di sekitar DAMRI.

The implementation of Good Corporate Governance at DAMRI, it is not only to comply with the provisions set by the regulator, but also to achieve a number of important objectives as follows:

1. Maximizing the performance and value of the Company for Capital Owners through the implementation of the principles of transparency, independence, accountability, responsibility, and fairness so that the Company has high competitiveness.
2. Improving the management of DAMRI in a professional, transparent, efficient manner, as well as encouraging the empowerment of functions and independence of the Joint Discussion Meeting, the Supervisory Board, and the Board of Directors.
3. Serving as a reference for DAMRI management in making decisions and carrying out actions and based on high morals and compliance with laws and regulations as well as awareness of DAMRI's social responsibility to stakeholders and environmental sustainability around DAMRI.



4. Meningkatkan *stakeholders value* dengan memperhatikan *stakeholders* lainnya.
5. Meningkatkan daya saing DAMRI secara nasional maupun internasional, sehingga meningkatkan kepercayaan pasar yang dapat mendorong arus investasi dan pertumbuhan ekonomi nasional yang berkesinambungan.

4. Increase stakeholder value by paying attention to other stakeholders.
5. Improving DAMRI's competitiveness nationally and internationally, thereby increasing market confidence that can encourage investment flows and sustainable national economic growth.

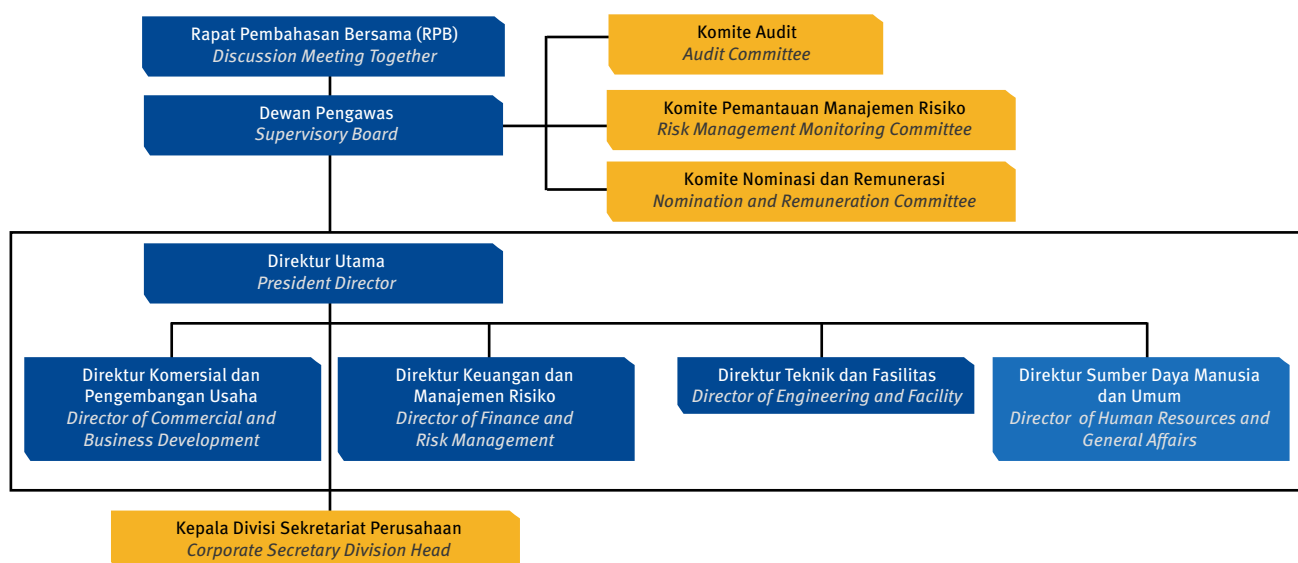


Struktur tata kelola Perusahaan terdiri atas organ utama, yaitu Rapat Pembahasan Bersama (RPB), Dewan Pengawas, dan Direksi. Dewan Pengawas memiliki Komite Audit dan Komite Pemantau Manajemen Risiko untuk membantu Dewan Pengawas dalam menjalankan fungsi dan kewajibannya.

Sedangkan Direksi memiliki organ pendukung setingkat Kepala Divisi yang bertanggung jawab langsung kepada para anggota Direksi. Fungsi pengendalian implementasi GCG berada di bawah tanggung jawab Direktur SDM dan Umum dengan Divisi Sekretariat Perusahaan memiliki akuntabilitas memastikan penyelenggaraan kepatuhan organisasi yang meliputi pengelolaan tata kelola organisasi sesuai dengan ketentuan dan asas penatalaksanaan organisasi/perusahaan yang berlaku.

The corporate governance structure consists of the main organs, namely the Joint Discussion Meeting (RPB), the Supervisory Board, and the Board of Directors. The Supervisory Board has an Audit Committee and a Risk Management Monitoring Committee to assist the Supervisory Board in carrying out its functions and obligations.

Meanwhile, the Board of Directors has a supporting organ at the level of the Division Head who is directly responsible to the members of the Board of Directors. GCG implementation of the control functions are under the responsibility of the Director of Human Resources and the Corporate Secretary, having the accountability in ensuring the implementation of the compliance organization which includes the management of corporate governance in accordance with the prevailing provisions and principles of management of the organization/company.







## Kebijakan Tata Kelola Perusahaan

### Corporate Governance Policy

DAMRI sebagai perusahaan transportasi darat senantiasa menempatkan praktik Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) sebagai perangkat kebijakan yang mendasari seluruh kegiatan usaha. DAMRI menyadari bahwa keberadaan GCG menuntut penerapan kepatuhan yang tinggi terhadap regulasi (*high regulated*), memiliki komitmen kuat dalam menerapkan prinsip-prinsip serta best practices GCG yang disertai dengan upaya perbaikan demi terwujudnya visi dan misi Perusahaan serta kesinambungan usaha jangka panjang (*sustainability development*).

Dalam penerapan GCG dan dalam hal penyusunan kebijakan, DAMRI telah mengacu pada ketentuan dan peraturan yang berlaku, di antaranya adalah Peraturan Pemerintah Nomor 38 Tahun 2018 tentang Perusahaan Umum DAMRI yang menjadi Anggaran Dasar Perusahaan serta standar yang ditetapkan oleh Komite Nasional Kebijakan Governance (KNKG) Tahun 2006 yang meliputi 5 (lima) prinsip dasar, yaitu Transparansi, Akuntabilitas, Pertanggungjawaban, Independensi, serta Kewajaran dan Kesenangan. Selain mengacu pada prinsip-prinsip GCG, seluruh penyusunan kebijakan juga berdasarkan pada *Objective Risk and Control*.

*DAMRI as a land transportation company always places Good Corporate Governance as a policy tool that underlies all business activities. DAMRI realizes that the existence of GCG requires the implementation of high compliance with regulations (high regulated), has a strong commitment in implementing GCG principles and best practices accompanied by improvement efforts for the realization of the Company's vision and mission as well as long-term business sustainability (sustainability development).*

*In the implementation of GCG and in terms of policy formulation, DAMRI has referred to the rules and regulations, among others, the Government Regulation No. 38 of 2018 on Public Company DAMRI the Articles of Association of the Company as well as standards set by the National Committee on Governance (NCG) Year 2006 which includes 5 (five) basic principles, namely Transparency, Accountability, Accountability, Independence, and Fairness and Equality. In addition to referring to GCG principles, all policy formulations are also based on Objective Risk and Control.*

## Prinsip-Prinsip GCG

### GCG Principles



Seluruh proses bisnis di Perusahaan wajib memenuhi kaidah tata kelola perusahaan yang baik atau *Good Corporate Governance* (GCG) agar peningkatan kinerja Perusahaan secara berkelanjutan dapat terwujud.

*All business processes in the Company are required to comply with the principles of Good Corporate Governance (GCG) so that continuous improvement of the Company's performance can be realized.*

DAMRI memiliki komitmen terhadap penerapan GCG di seluruh lini, baik di Kantor Pusat, Divisi Regional, maupun Cabang. Bentuk komitmen tersebut tecermin dengan pemutakhiran dokumen kebijakan Perusahaan terkait GCG, melaksanakan proses bisnis sesuai dengan nilai-nilai GCG, dan melakukan evaluasi terhadap pelaksanaannya secara berkala.

Kegiatan reviu internal dan pemutakhiran atas pedoman-pedoman GCG perusahaan yang telah dilaksanakan pada tahun 2020 meliputi:

1. *Code of Good Corporate Governance (CoGCG)*
2. *Code of Conduct (CoC)*
3. *Board Manual*
4. *Whistleblowing System*
5. *Pedoman Gratifikasi*

Seluruh karyawan DAMRI juga menandatangani Pakta Integritas yang merupakan bentuk komitmen bersama atas kepatuhan kepada asas-asas GCG. Hingga akhir 2020, persentase penandatanganan Pakta Integritas oleh Insan DAMRI mencapai 100%.

Peningkatan kualitas penerapan tata kelola yang baik di antaranya tecermin pada peningkatan skor assessment GCG. Pada tahun buku 2019 yang dilaksanakan pada tahun 2020 skor yang diperoleh adalah 81,93 atau mengalami kenaikan skor sebesar 4,103 poin dari pencapaian di tahun buku sebelumnya sebesar 77,457. Demikian halnya pada penilaian GCG tahun buku 2020 yang diselesaikan pada tahun 2021, hasil penilaian meningkat lagi menjadi 82,40. Kenaikan ini secara umum dikarenakan adanya peningkatan wujud komitmen Perusahaan dalam penerapan GCG.

*DAMRI is committed to the implementation of GCG in all lines, both at the Head Office, Regional Divisions, and Branches. This form of commitment is reflected in updating the Company's policy documents related to GCG, implementing business processes in accordance with GCG values, and evaluating their implementation on a regular basis.*

*The activities of internal review and updating of the company's GCG guidelines that have been carried out in 2020 include:*

1. *Code of Good Corporate Governance (CoGCG)*
2. *Code of Conduct (CoC)*
3. *Board Manual*
4. *Whistleblowing System*
5. *Gratuity Guidelines*

*All DAMRI employees also signed an Integrity Pact which is a form of shared commitment to compliance with GCG principles. Until the end of 2020, the percentage of signing of the Integrity Pact by DAMRI personnel is 100%.*

*Improving the quality of the implementation of good governance is reflected in the increase in the GCG assessment score. In the financial year 2019 conducted in 2020 score obtained is 81.93 or increased score of 4.103 points of achievement in the previous fiscal year amounted to 77.457. Likewise, in the 2020 financial year GCG assessment which was completed in 2021, the assessment result increased again to 82.40. This increase is generally due to an increase in the Company's commitment to implementing GCG.*



## Rapat Pembahasan Bersama *Joint Discussion Meeting*

Sepanjang Tahun 2020, perusahaan telah melaksanakan 2 (dua) kali RPB, yaitu RPB Pengesahan Rencana Kerja dan Anggaran Perusahaan untuk Tahun 2020 dan RPB Laporan Pertanggungjawaban Pengurusan Perusahaan untuk Tahun Buku 2019.

*Throughout 2020, the Company has held 2 (two) joint Discussion Meetings, namely the Joint Discussion Meeting on the Ratification of the Company's Work Plan and Budget for 2020 and the Joint Discussion Meeting on the Financial Accountability Report for the 2019 Financial Year.*

## Rapat Pembahasan Bersama

## Joint Discussion Meeting

## RPB Pengesahan RKAP 2020

## Joint Discussion Meeting ratification of the Company's 2020 Work Plan and Budget

## Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) DAMRI Tahun 2020

## Approval and Ratification of DAMRI's 2020 Work Plan and Budget (RKAP)

## Keputusan Decision

- Menyetujui dan Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) DAMRI Tahun 2020.
- Mengesahkan Rencana Kerja dan Anggaran Program Kemitraan dan Bina Lingkungan (PKBL) Tahun 2020.
- Menetapkan Indikator Operasional untuk Perhitungan Tingkat Kesehatan Perusahaan Tahun 2020.
- Menetapkan *Key Performance Indicator* (KPI) Direksi dan Dewan Pengawas Tahun 2020.
- Meminta Direksi dan Dewan Pengawas dalam melaksanakan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020.
- *Approve and ratify DAMRI's 2020 Work Plan and Corporate Budget (RKAP)*
- *Approve the Work Plan and Budget for the 2020 Partnership and Community Development Program (PKBL).*
- *Establish Operational Indicators for Calculation of Company Soundness Level in 2020.*
- *Establish Key Performance Indicators (KPI) for the Board of Directors and the Supervisory Board for 2020.*
- *Requesting the Board of Directors and Supervisory Board to implement the 2020 Company Work Plan and Budget (RKAP).*

Status: Terealisasi Status: Realized

## RPB Persetujuan Laporan Tahun 2019

## Joint Discussion Meeting Ratification of the 2019 Annual Report

## Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan (Audited) DAMRI.

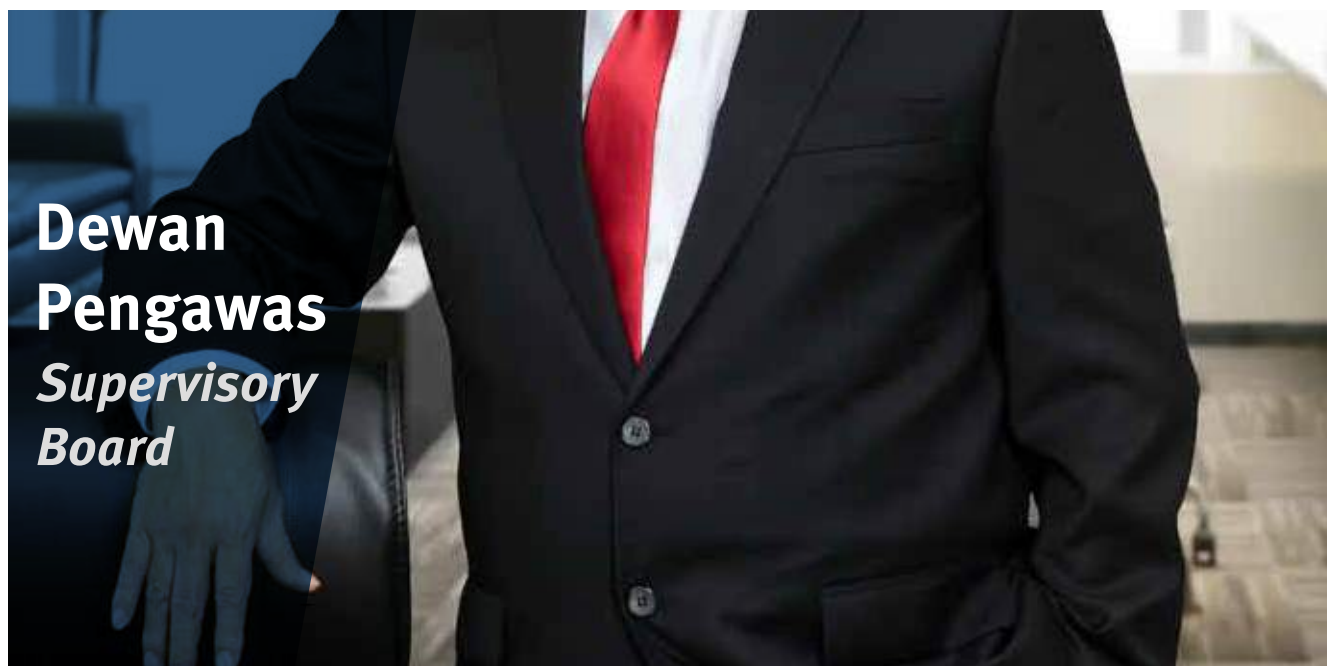
## Approval of the Annual Report and Ratification of DAMRI's Financial Statements (Audited).

## Keputusan Decision

- Menyetujui Laporan Tahunan Tahun Buku 2019 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Pengawas dan mengesahkan Laporan Keuangan Perusahaan untuk Tahun Buku yang berakhir pada 31 Desember 2019 serta mengesahkan Laporan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku 2019.
- Menetapkan laba bersih tahun berjalan Rp 43.262.420.000.
- Menetapkan gaji/honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Pengawas Tahun 2020 serta tantiem untuk Direksi dan Dewan Pengawas atas kinerja Tahun Buku 2019, akan ditetapkan secara tersendiri.
- Menetapkan Kantor Akuntan Publik (KAP) untuk Mengaudit Laporan Keuangan Perusahaan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Perusahaan untuk Tahun Buku 2020 dilakukan secara tersendiri oleh Menteri BUMN.
- Hal-hal yang perlu mendapat perhatian.
- *Approve the 2019 Fiscal Year Annual Report, including the Report on the Implementation of the Supervisory Duties of the Supervisory Board and ratified the Company's Financial Statements for the Financial Year ending 31 December 2019 and ratified the Partnership and Community Development Program Report for the 2019 Fiscal Year.*
- *Determine the net profit for the year IDR 43,262,420,000,-*
- *Determine the salary/honorarium along with other facilities and allowances for the Board of Directors and the Supervisory Board in 2020 as well as bonuses for the Board of Directors and Supervisory Board for the performance of the 2019 Financial Year, which will be determined separately.*
- *Appoint a Public Accounting Firm (KAP) to audit the Company's Financial Statements and the Financial Statements of the Partnership and Corporate Community Development Program for the 2020 Financial Year, carried out separately by the Minister of SOEs.*
- *Matters needing attention.*

Status: Terealisasi Status: Realized





Ketentuan tentang Dewan Pengawas DAMRI ditetapkan berdasarkan Peraturan Pemerintah Nomor 38 Tahun 2018 tentang Perum DAMRI pada Bab III tentang Anggaran Dasar Perusahaan bagian kelima dan dituangkan dalam *Board Manual* DAMRI pada Bab 3, serta mematuhi peraturan perundangan terkait lainnya.

## Tugas Dan Tanggung Jawab Ketua Dan Anggota Dewan Pengawas

1. Mengkoordinir pelaksanaan tugas dan kegiatan pengawasan Dewan Pengawas serta memberikan arahan kepada Direksi terhadap hal-hal strategis dan *Good Corporate Governance*.
2. Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi terhadap pengurusan usaha Perusahaan bidang pengawasan internal dan akuntansi serta sebagai Ketua Komite Audit.
3. Melaksanakan tugas pengawasan dan pemberian arahan terhadap pengurusan usaha perusahaan di bidang usaha dan komersial serta sebagai Ketua Komite Pemantauan Manajemen Risiko.

## Keputusan Yang Perlu Mendapat Persetujuan Dewan Pengawas

Keputusan Direksi yang memerlukan persetujuan Dewan Pengawas antara lain:

1. Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek;

*Ketentuan tentang Dewan Pengawas DAMRI ditetapkan berdasarkan Peraturan Pemerintah Nomor 38 Tahun 2018 tentang Perum DAMRI pada Bab III tentang Anggaran Dasar Perusahaan bagian kelima dan dituangkan dalam Board Manual DAMRI pada Bab 3, serta mematuhi peraturan perundangan terkait lainnya.*

## Duties And Responsibilities Of The Chairman And Members Of The Supervisory Board

1. *Coordinate the implementation of the duties and supervisory activities of the Supervisory Board and provide direction to the Board of Directors on strategic matters and Good Corporate Governance.*
2. *Carry out supervisory duties and provide direction to the Board of Directors on the management of the Company's business in the field of internal supervision and accounting as well as the Chairman of the Audit Committee.*
3. *Carry out the task of supervising and providing direction to the management of the company's business in the business and commercial sector as well as the Chair of the Risk Management Monitoring Committee.*

## Decisions That Need Approval Of The Supervisory Board

*Decisions of the Board of Directors that require the approval of the Supervisory Board include:*

1. *Collateralize fixed assets for short-term credit withdrawals;*



2. Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer/BOT*), Bangun Milik Serah (*Build Own Transfer/BOWT*), Bangun Serah Guna (*Build Transfer Operate/BTO*), dan kerja sama lainnya dengan nilai atau jangka waktu tertentu yang ditetapkan oleh Menteri;
3. Menerima atau memberikan pinjaman jangka menengah atau jangka panjang;
4. Menghapuskan dari pembukuan piutang macet dan persediaan barang mati;
5. Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun; dan/atau
6. Menetapkan struktur organisasi 1 (satu) tingkat di bawah Direksi.

Pada tahun 2020 terdapat beberapa keputusan Direksi yang mendapat persetujuan Dewan Pengawas DAMRI, yaitu:

2. Cooperate with business entities or other parties in the form of licensing agreements, management contracts, leasing assets, Joint Operations (KSO), Build Operate Transfers (BOT), Build Own Transfers (BOWT), Build Transfer Operate (BTO), and other cooperation with a certain value or period determined by the Minister;
3. Receive or provide medium-term or long-term loans;
4. Write off bad debts and inanimate objects from the books;
5. Dispose of movable fixed assets with an economic life that is generally applicable in the industry up to 5 (five) years; and/or
6. Determine the organizational structure of 1 (one) level below the Board of Directors.

In 2020 there were several decisions of the Board of Directors that were approved by the DAMRI Supervisory Board, namely:

| No. | Tanggal<br>Date                       | Perihal<br>Regarding                                                                                                                                                                  |
|-----|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | 21 Februari 2020<br>February 21, 2020 | Persetujuan Perubahan Investasi untuk KSPN TA. 2020<br>Approval of Investment Change for TA. KSPN 2020                                                                                |
| 2   | 22 Juni 2020<br>June 22, 2020         | Persetujuan Penarikan Kredit Modal Kerja pada Bank Mandiri<br>Approval for Withdrawal of Working Capital Loans at Bank Mandiri                                                        |
| 3   | 7 Juli 2020<br>July 7, 2020           | Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Tidak Produktif<br>Write-off and Transfer of Non-Earning Fixed Assets                                                               |
| 4   | 25 Agustus 2020<br>August 25, 2020    | Tanggapan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Tidak Produktif<br>Responses to Unproductive Write-Off and Transfer of Fixed Assets                                       |
| 5   | 28 Agustus 2020<br>August 28, 2020    | Izin Prinsip Pengadaan Pekerjaan Kantor Akuntan Publik untuk Audit Tahun Buku 2020<br>Principle License for Procurement of Public Accountant Firm Work for Audit for Fiscal Year 2020 |
| 6   | 5 November 2020<br>November 5, 2020   | Persetujuan Pengangkatan Kepala Divisi Sekretariat Perusahaan<br>Approval of Appointment of Head of Corporate Secretariat Divisio                                                     |

## Masa Jabatan Dewan Pengawas

Anggota Dewan Pengawas diangkat oleh Menteri untuk masa jabatan 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan berikutnya.

## Service Board Of Supervisory

Members of the Supervisory Board are appointed by the Minister for a five year office term and may be reappointed for another 1 (one) term of office.

## Proses Nominasi Dan Pemilihan Dewan Pengawas

Pengangkatan dan pemberhentian anggota Dewan Pengawas DAMRI dilakukan berdasarkan prinsip-prinsip profesionalisme dan tata kelola perusahaan yang baik (*Good Corporate Governance*), sebagaimana tertuang dalam Peraturan Menteri Badan Usaha Milik Negara Nomor PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris Dan Dewan Pengawas Badan Usaha Milik Negara.

## Board Charter (Pedoman dan Tata Tertib Kerja Dewan Pengawas)

Secara lebih rinci, pedoman dan tata tertib kerja Dewan Pengawas diatur dalam tata laksana kerja Direksi dan Dewan Pengawas (*Board Manual*) yang berisi tentang petunjuk tata laksana kerja Dewan Pengawas dan menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, serta dapat menjadi acuan bagi Dewan Pengawas dalam melaksanakan tugas masing-masing untuk mencapai visi dan misi perusahaan.

## Komposisi Dan Dasar Pengangkatan Dewan Pengawas

Selama tahun 2020 terdapat 1 (satu) kali perubahan komposisi Dewan Pengawas sebagaimana dijelaskan pada Bab Laporan Dewan Pengawas dan Direksi.

## Nomination and Selection Process of The Board of Supervisory

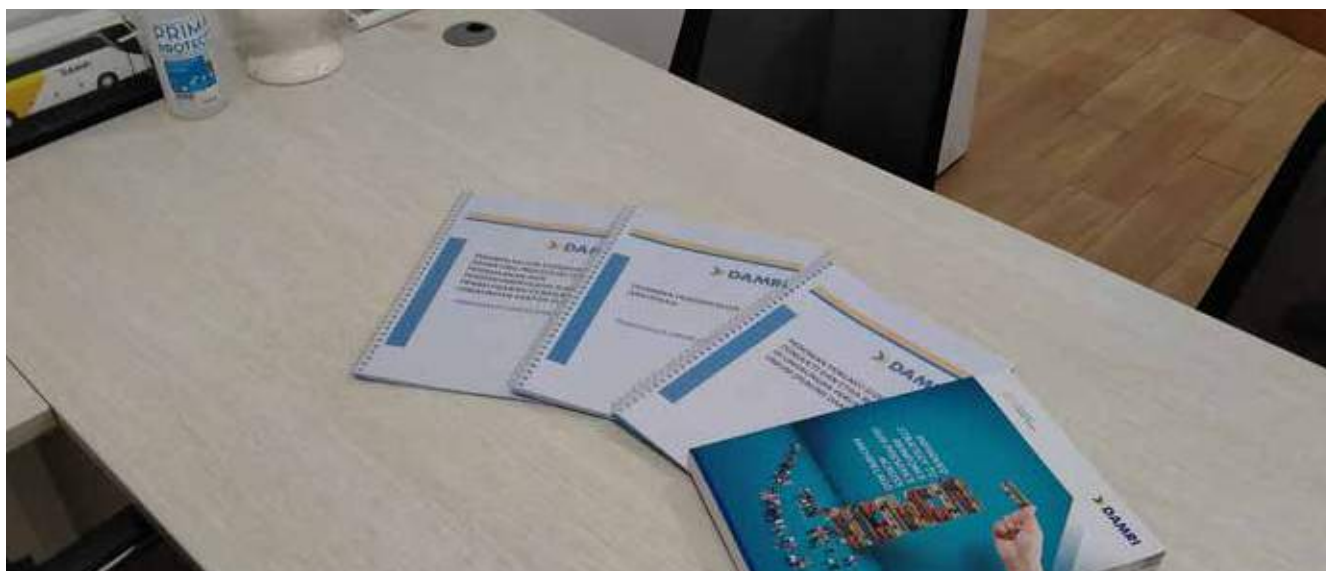
*The appointment and dismissal of members of the DAMRI Supervisory Board is carried out based on the principles of professionalism and good corporate governance, as stated in the Regulation of the Minister of State-Owned Enterprises Number PER-02/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners and Supervisory Board of State-Owned Enterprises.*

## Board Charter (Guidelines and Procedures for The Work of The Supervisory Board)

*The guidelines and work procedures of the Supervisory Board are regulated in a more detailed manner in the work procedures of the Board of Directors and the Supervisory Board (Board Manual) which contains instructions for the work management of the Supervisory Board and explains the stages of activities in a structured, systematic, easy-to-understand and consistent manner, and can be a reference for the Supervisory Board in carrying out their respective duties to achieve the company's vision and mission.*

## Composition and Basis of Appointment of The Board of Upervisory

*During 2020 there was 1 (one) change in the composition of the Supervisory Board as described in the Report Chapter of the Supervisory Board and the Board of Directors.*



## Program Orientasi Bagi Dewan Pengawas Baru

Selama tahun 2020, Sekretaris Perusahaan mengkoordinasikan pelaksanaan program pengenalan anggota Dewan Pengawas yang baru, sesuai dengan perubahan komposisi Dewan Pengawas yang terjadi. Materi program pengenalan meliputi 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 dan topik-topik yang relevan dengan bidang tugas Dewan Pengawas baru.

## Orientation Program For New Board of Supervisory

During 2020, the Corporate Secretary coordinated the implementation of the program to introduce new members of the Supervisory Board, in accordance with changes in the composition of the Supervisory Board that occurred. The introductory program material includes an overview of the Company with regard to the objectives, nature and scope of activities, financial and operating performance, strategy, short-term and long-term business plans, risks, internal control and other strategic issues and topics relevant to the field. New Supervisory Board duties.

## Pembidangan Tugas Dewan Pengawas

## Supervisory Board Assignment

| Nama<br>Name             | Jabatan<br>Position                                              | Pembidangan Tugas<br>Assignment                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Muhammad Salim</b>    | Ketua Dewan Pengawas<br><i>Chairman Of The Supervisory Board</i> | Pengawas utama yang bertugas melakukan fungsi koordinasi atas semua bidang yang ada di Dewan Pengawas. Selain itu juga sebagai pengawas di bidang kebijakan mendasar Perusahaan dan bidang hukum/perundang-undangan.<br><i>The main supervisor who is in charge of carrying out the coordination function of all fields in the Supervisory Board. Apart from that, he is also a supervisor in the field of the Company's basic policies and the field of law/regulation.</i> |
| <b>Teguh Pristiwanto</b> | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Pengawasan bidang Program Kemitraan dan Bina Lingkungan (PKBL), Teknologi Informasi, serta Organisasi dan Tata Laksana.<br><i>Supervision of the Partnership and Community Development Program (PKBL), Information Technology, and Organization and Management.</i>                                                                                                                                                                                                          |
| <b>Yudi Yudhawan</b>     | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Pengawasan bidang Keuangan dan Akuntansi, Sumber Daya Manusia (SDM) dan Administrasi Umum, sekaligus merangkap sebagai Ketua Komite Audit.<br><i>Supervision of Finance and Accounting, Human Resources (HR) and General Administration, as well as concurrently serving as Chairman of the Audit Committee.</i>                                                                                                                                                             |
| <b>Musyafaur Rahman</b>  | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Pengawasan bidang kebijakan Investasi dan Manajemen Risiko, GCG, dan Teknik sekaligus merangkap sebagai Ketua Komite Pemantau Manajemen Risiko.<br><i>Supervision of the areas of Investment and Risk Management, GCG, and Engineering policies as well as serving as Chair of the Risk Management Monitoring Committee.</i>                                                                                                                                                 |
| <b>Yuli Harsono</b>      | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Pengawasan bidang kebijakan Investasi dan Manajemen Risiko, GCG, dan Teknik sekaligus merangkap sebagai Ketua Komite Pemantau Manajemen Risiko.<br><i>Supervision of the areas of Investment and Risk Management, GCG, and Engineering policies as well as serving as Chair of the Risk Management Monitoring Committee.</i>                                                                                                                                                 |



## Kebijakan Rangkap Jabatan Dewan Pengawas

Dewan Pengawas dilarang memegang jabatan rangkap sebagai:

1. Anggota Direksi pada BUMN, BUMD, dan Badan Usaha Milik Swasta.
2. Pengurus partai politik dan/atau calon/anggota Dewan Perwakilan Rakyat (pusat maupun daerah), dan/atau calon kepala daerah/wakil kepala daerah.
3. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan.
4. Jabatan lain yang dapat menimbulkan benturan kepentingan.

Dewan Pengawas DAMRI telah mengungkapkan bahwa tidak memiliki rangkap jabatan di luar yang diperkenankan oleh peraturan yang berlaku dan dapat menimbulkan benturan kepentingan yang dilarang oleh peraturan perundangan.

## Pengelolaan Benturan Kepentingan Dewan Pengawas

Dewan Pengawas DAMRI senantiasa menghindari adanya benturan kepentingan sebagai berikut:

1. Menghindari aktivitas yang dapat mempengaruhi independensinya dalam melaksanakan tugas.
2. Mengisi daftar khusus dan diperbarui setiap akhir tahun tentang kepemilikan sahamnya dan atau keluarganya pada perusahaan lain.
3. Tidak menanggapi permintaan yang dapat mempengaruhi pengambilan suatu keputusan, dari pihak manapun dan dengan alasan apapun.
4. Tidak memanfaatkan jabatan bagi kepentingan pribadi atau bagi kepentingan orang atau pihak lain yang terkait yang bertentangan dengan kepentingan Perusahaan.
5. Melakukan pengungkapan dalam hal terjadi benturan kepentingan.

## Policy Of Multiple Positions Of The Board Of Supervisory

*The Supervisory Board is prohibited from holding concurrent positions as:*

1. *Members of the Board of Directors in BUMN, BUMD, and Private Owned Enterprises.*
  2. *Management of political parties and/or candidates/members of the House of Representatives (central and regional), and/or candidates for regional heads/deputy regional heads.*
  3. *Other positions in accordance with the provisions of the legislation.*
  4. *Other positions that may cause a conflict of interest.*
- The DAMRI Supervisory Board has revealed that it does not have concurrent positions beyond what is permitted by applicable regulations and can cause conflicts of interest which are prohibited by laws and regulations.*

## Conflict Of Interest Management Of The Supervisory Board

*The DAMRI Supervisory Board always avoids conflicts of interest as follows:*

1. *Avoid activities that can affect their independence in carrying out their duties.*
2. *Fill out a special list and provide updates at the end of each year regarding the ownership of shares and or their families in other companies.*
3. *Not responding to requests that can influence the making of a decision, from any party and for any reason.*
4. *Not taking advantage of the position for personal interests or for the interests of other people or related parties that are contrary to the interests of the Company.*
5. *Provide disclosure in the event of a conflict of interest.*





## Kepemilikan Saham Dewan Pengawas

Selama tahun 2020 dilaporkan bahwa Dewan Pengawas tidak memiliki saham, baik di DAMRI maupun perusahaan lain.

## Share Ownership Of The Supervisory Board

During 2020 it was reported that the Supervisory Board did not own any shares, neither in DAMRI nor any other companies.

| Nama<br>Name             | Jabatan<br>Position                                              | Kepemilikan Saham<br>Shareholding |                                  |
|--------------------------|------------------------------------------------------------------|-----------------------------------|----------------------------------|
|                          |                                                                  | DAMRI                             | Perusahaan Lain<br>Other Company |
| <b>Muhammad Salim</b>    | Ketua Dewan Pengawas<br><i>Chairman Of The Supervisory Board</i> | Tidak<br>No                       | Tidak<br>No                      |
| <b>Teguh Pristiwanto</b> | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Tidak<br>No                       | Tidak<br>No                      |
| <b>Yudi Yudhawan</b>     | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Tidak<br>No                       | Tidak<br>No                      |
| <b>Musyafaur Rahman*</b> | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Tidak<br>No                       | Tidak<br>No                      |
| <b>Yuli Harsono**</b>    | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Tidak<br>No                       | Tidak<br>No                      |

\* Menjabat sampai dengan 31 Agustus 2020.

\* Served until August 31, 2020.

\*\* Mulai menjabat pada tanggal 31 Agustus 2020.

\*\* Coming into office on August 31, 2020.

## Pengawas Independen

Anggota Dewan Pengawas dapat terdiri atas unsur pejabat yang menyelenggarakan urusan pemerintahan dan Dewan Pengawas Independen. Per 31 Desember 2020 komposisi 4 (empat) orang anggota Dewan Pengawas memenuhi Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara yang mengatur bahwa paling kurang 20% (dua puluh persen) dari jumlah anggota Dewan Pengawas adalah Dewan Pengawas Independen.

## Independent Supervisory

Members of the Supervisory Board may consist of elements of officials who carry out government affairs and the Independent Supervisory Board. As of December 31, 2020 the composition of 4 (four) members of the Supervisory Board complies with the Regulation of the Minister of State for State-Owned Enterprises Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises which stipulates that at least 20% (twenty percent) of the total members of the Supervisory Board is the Independent Supervisory Board.

## Kriteria Independensi Anggota Dewan Pengawas

Kriteria independensi anggota Dewan Pengawas adalah tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Pengawas lainnya, anggota Direksi, Pemilik Modal pengendali atau hubungan dengan BUMN yang bersangkutan, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

## Pernyataan Independensi Masing-Masing Pengawas Independen

## Independence Criteria For Members Of The Supervisory Board

The independence criteria for members of the Supervisory Board is that they do not have financial, management, share ownership and/or family relationships with other members of the Supervisory Board, members of the Board of Directors, controlling Capital Owners or relationship with the relevant BUMN, which may affect their ability to act independently.

## Statement Of Independence Of Each Independent Supervisory

| Aspek Independensi<br><i>Independence Aspect</i>                                                                                                                                                                                                                          | Muhammad Salim | Yuli Harsono | Teguh Prihiwanto | Yudi Yudhawan |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|------------------|---------------|
| Tidak memiliki hubungan keuangan dengan Dewan Pengawas dan Direksi<br><i>Has no financial relationship with the Supervisory Board and the Board of Directors</i>                                                                                                          | V              | V            | V                | V             |
| Tidak memiliki hubungan kepengurusan di Perusahaan, anak perusahaan, maupun perusahaan afiliasi<br><i>Does not have a management relationship in the Company, subsidiaries, or affiliated companies</i>                                                                   | V              | V            | V                | V             |
| Tidak memiliki hubungan kepemilikan saham di Perusahaan<br><i>Does not have a share ownership relationship in the Company</i>                                                                                                                                             | V              | V            | V                | V             |
| Tidak memiliki hubungan keluarga dengan Dewan Pengawas, Direksi, dan/atau sesama anggota Komite Dewan Pengawas<br><i>Does not have a family relationship with the Supervisory Board, the Board of Directors, and/or fellow members of the Supervisory Board Committee</i> | V              | V            | V                | V             |
| Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah<br><i>Do not serve as administrators of political parties, officials, and government</i>                                                                                                          | V              | V            | V                | V             |

## Penilaian Kinerja Dewan Pengawas

Penilaian kinerja Dewan Pengawas dilakukan baik secara kolegal maupun individu melalui mekanisme mandiri setiap tahunnya berdasarkan atas tingkat pencapaian DAMRI dibandingkan dengan target (*Key Performance Indicator*) yang telah disepakati. Penilaian terhadap kinerja Dewan Pengawas dilakukan setiap tahun melalui RPB, berdasarkan laporan akuntabilitas tahunan yang disusun oleh Dewan Pengawas tentang pelaksanaan tugas dan tanggung jawab pengawasannya atas kebijakan pengurusan, jalannya pengurusan DAMRI dan implementasi GCG serta pemberian nasihat kepada Direksi.

## Mekanisme Pemberhentian Dan Pengunduran Diri Dewan Pengawas

Mekanisme pengunduran diri dan pemberhentian Dewan Pengawas adalah sebagai berikut:

1. Pengangkatan dan pemberhentian Anggota Dewan Pengawas dilakukan oleh Pemilik Modal.
2. Anggota Dewan Pengawas sewaktu-waktu dapat diberhentikan berdasarkan keputusan Pemilik Modal dengan menyebutkan alasannya.
3. Alasan pemberhentian tersebut antara lain dikarenakan:
  - a. tidak lagi memenuhi persyaratan sebagai anggota Dewan Pengawas berdasarkan Peraturan Pemerintah dan ketentuan peraturan perundang-undangan lainnya.
  - b. mengundurkan diri.
4. Setiap anggota Dewan Pengawas berhak mengundurkan diri dari jabatannya dengan menyampaikan surat pengunduran diri kepada Pemilik Modal dan tembusan kepada anggota Dewan Pengawas

## Performance Assessment of The Supervisory Board

*The performance appraisal of the Supervisory Board is carried out both collegially and individually through an independent mechanism every year based on the level of achievement of DAMRI compared to the agreed target (Key Performance Indicator). Assessment of the performance of the Supervisory Board is carried out annually through the RPB, based on the annual accountability report prepared by the Supervisory Board regarding the implementation of its supervisory duties and responsibilities on management policies, the running of DAMRI management and GCG implementation as well as providing advice to the Board of Directors.*

## The Mechanism of Termination and Removal of The Board of Supervisors

*The mechanism for the resignation and dismissal of the Supervisory Board is as follows:*

1. Appointment and dismissal of members of the Supervisory Board shall be carried out by the Capital Owner.
2. Members of the Supervisory Board may be dismissed at any time based on the decision of the Capital Owner by stating the reasons.
3. The reasons for the dismissal are among others due to:
  - a. No longer fulfills the requirements as a member of the Supervisory Board based on Government Regulations and other statutory provisions.
  - b. Resignation.
4. Each member of the Supervisory Board has the right to resign from his/her position by submitting a letter of resignation to the Capital Owner and a copy to the other members of the Supervisory Board and the Board of Directors.



## Remunerasi Bagi Dewan Pengawas

### Fungsi Nominasi Dan Remunerasi

Fungsi nominasi dan remunerasi bagi Direksi dan Dewan Pengawas pada tahun 2020 dilaksanakan oleh Dewan Pengawas DAMRI.

## Prosedur Penetapan Remunerasi Dewan Pengawas

Penetapan remunerasi Dewan Pengawas merupakan wewenang Pemilik Modal, dengan acuan Peraturan Menteri BUMN Nomor PER-12/MBU/11/2020 tentang Perubahan Kelima Atas Peraturan BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN. Peraturan tersebut ditetapkan pada 25 November 2020 dan mulai berlaku pada 22 Desember 2020.

## Struktur dan Jumlah Nominal atau Komponen Remunerasi Dewan Pengawas

Remunerasi dan fasilitas yang diterima oleh Dewan Pengawas dan Direksi DAMRI pada tahun 2019 mengacu kepada Keputusan Menteri BUMN Nomor: SK-128/MBU/05/2019 tanggal 31 Mei 2019 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN Tahun 2019 melalui Rapat Pembahasan Bersama, dengan memperhatikan ketentuan Anggaran Dasar dan perundang-undangan yang berlaku, serta usulan Dewan Pengawas dengan mempertimbangkan pencapaian Perusahaan di tahun terkait.

Besaran remunerasi total yang diterima oleh semua Anggota Dewan Pengawas di tahun 2019 yaitu sebesar Rp 3.493.158.750,- (tiga milyar empat ratus sembilan puluh tiga juta seratus lima puluh delapan ribu tujuh ratus lima puluh rupiah) dan yang diterima oleh semua Anggota Direksi sebesar Rp 6.975.000.000,- (enam milyar sembilan ratus tujuh puluh lima juta rupiah).

## Remuneration For The Board of Supervisory

### Nomination And Remuneration Function

The nomination and remuneration functions for the Board of Directors and the Supervisory Board in 2020 are carried out by the DAMRI Supervisory Board.

## Procedure For Determining The Remuneration of The Board of Supervisory

Determination of remuneration for the Supervisory Board is the authority of the Capital Owner, with reference to the Minister of SOE Regulation Number PER-12/MBU/11/2020 concerning the Fifth Amendment to BUMN Regulation Number PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Boards BUMN. The regulation was enacted on November 25, 2020 and came into force on December 22, 2020.

## Structure and Amount of Nominal or Remuneration Components of The Supervisory Board

The remuneration and facilities received by the Supervisory Board and Directors of DAMRI in 2019 refer to the Decree of the Minister of SOE Number: SK-128/MBU/05/2019 dated May 31, 2019 regarding the Determination of Income for the Directors, Board of Commissioners, and Supervisory Board of SOEs in 2019 through Meetings Joint Discussion, taking into account the provisions of the Articles of Association and applicable laws and regulations, as well as the recommendations of the Supervisory Board by considering the Company's achievements in the relevant year.

The total amount of remuneration received by all members of the Supervisory Board in 2019 was Rp3,493,158,750 (three billion four hundred ninety three million one hundred fifty eight thousand seven hundred and fifty rupiah) and that received by all members of the Board of Directors was Rp6,975,000,000 (six billion nine hundred and seventy five million rupiah).



## Direksi *Board of Directors*

### Tugas Direksi

Direksi bertugas menjalankan segala tindakan yang berkaitan dengan dan untuk kepentingan pengelolaan Perusahaan yang sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan di dalam dan/atau di luar pengadilan.

### Kewenangan Dan Kewajiban Direksi

1. Kewenangan umum Direksi meliputi: menetapkan kebijakan, mengusahakan tercapainya maksud dan tujuan Perusahaan, mengatur penyerahan kekuasaan kepada Direksi atau pekerja Perusahaan, melakukan segala tindakan dan perbuatan lainnya dan memberikan penjelasan apabila ditanyakan atau diminta oleh anggota Dewan Pengawas dan/atau Menteri.
2. Kewajiban umum Direksi meliputi: mendedikasikan waktu dan semuanya untuk mencapai tujuan Perusahaan; mematuhi Anggaran Dasar dan peraturan perundang-undangan; bersikap profesional, mengedepankan efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, dan kewajaran, serta melaksanakan arahan.
3. Kewenangan dan kewajiban Direksi terkait Rapat Pembahasan Bersama (RPB); mempertanggungjawabkan laporan tahunan yang telah ditelaah oleh Dewan Pengawas dalam jangka waktu paling lambat 5 (lima) bulan setelah tahun buku Perusahaan berakhir; menyampaikan laporan berkala, mengelola RPB, dan membuat serta memberikan salinan risalah RPB kepada Pemilik Modal.

### Duties of The Board of Directors

*The Board of Directors is to carry out all actions related to and for the benefit of the management of the Company in accordance with the purposes and objectives of the Company and representing the Company inside and/or outside the court.*

### Authorities and Obligations of The Board of Directors

1. *The general authority of the Board of Directors includes: setting policies, carrying out actions to achieve the goals and objectives of the Company, regulating the transfer of power to the Board of Directors or employees of the Company, taking all other actions and providing explanations when asked or requested by members of the Supervisory Board and/or the Minister.*
2. *The general responsibilities of the Board of Directors include: dedicating time and everything to achieve the goals of the Company; complying with the Articles of Association and laws and regulations; be professional, prioritize efficiency, transparency, independence, accountability, responsibility, and fairness, and carry out directives.*
3. *The authorities and obligations of the Board of Directors related to the Joint Discussion Meeting (RPB); to be accountable for the annual report that has been reviewed by the Supervisory Board within a period of no later than 5 (five) months after the Company's financial year ends; submit periodic reports, manage the RPB, and make and provide copies of the minutes of the RPB to the Capital Owners.*

4. Kewenangan dan kewajiban terkait Strategi dan Rencana Kerja
    - a. Menetapkan visi, misi, values, dan strategi Perusahaan;
    - b. Menyiapkan, menyampaikan, dan menjelaskan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP) untuk mendapatkan pengesahan dari Menteri;
    - c. Memastikan tercapainya sasaran dan target dalam RJPP dan RKAP.
  5. Kewenangan dan kewajiban terkait Sumber Daya Manusia
    - a. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian dan tugasnya;
    - b. Menyusun dan melaksanakan pedoman pengelolaan sumberdaya manusia yang meliputi sistem perencanaan sumberdaya manusia, rekrutmen, seleksi, penempatan pekerja dan jabatan dalam struktur organisasi Perusahaan, promosi dan demosi serta mutasi;
    - c. Memastikan pelaksanaan peningkatan kompetensi pekerja sesuai jabatan;
    - d. Melaksanakan pengukuran dan penilaian kinerja untuk satuan kerja dan jabatan dalam organisasi secara obyektif dan transparan;
    - e. Meminta persetujuan Dewan Pengawas terkait dengan pengangkatan Sekretaris Perusahaan, Kepala Divisi Audit Intern, dan jabatan struktural lainnya;
    - f. Mengatur ketentuan tentang ketenagakerjaan Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perusahaan. Jika hal tersebut melampaui kewajiban yang ditetapkan ketentuan peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu dari Menteri.
  6. Kewenangan dan Kewajiban terkait Laporan
    - a. Membuat, menjelaskan, dan menyerahkan laporan tahunan, termasuk laporan keuangan kepada Menteri untuk disetujui dan disahkan;
    - b. Menyusun sistem akuntansi dan laporan keuangan serta menyerahkannya kepada Akuntan Publik untuk diaudit;
    - c. Menyampaikan laporan berkala dan laporan khusus/lainnya sesuai ketentuan atau permintaan Dewan Pengawas dan/atau Menteri.
- 
4. *Authority and obligation related to Strategy and Work Plan*
    - a. *Establish the Company's vision, mission, values, and strategy*
    - b. *Prepare, submit, and explain the Company's Long-Term Plan (RJPP) and Company's Work Plan and Budget (RKAP) to obtain approval from the Minister;*
    - c. *Ensure the achievement of targets and targets in the RJPP and RKAP.*
  5. *Authorities and obligations related to Human Resources*
    - a. *Prepare the organizational structure of the Company complete with details and duties;*
    - b. *Develop and implement human resource management guidelines which include human resource planning systems, recruitment, selection, placement of workers and positions in the Company's organizational structure, promotions and demotions as well as transfers.*
    - c. *Ensure the implementation of employee competency improvement pertaining to the to position.*
    - d. *Carry out measurement and performance appraisal for work units and positions within the organization in an objective and transparent manner.*
    - e. *Request approval from the Supervisory Board regarding the appointment of the Corporate Secretary, Head of the Internal Audit Division, and other structural positions.*
    - f. *Regulate provisions regarding the Company's employment including the determination of salaries, pensions or old-age benefits and other income for the Company's employees. If this exceeds the obligations stipulated in the provisions of the legislation, it must obtain prior approval from the Minister.*
  6. *Authorities and Obligations related to Reports*
    - a. *Prepare, explain, and submit annual reports, including financial reports to the Minister for approval and approval;*
    - b. *Prepare accounting systems and financial reports and submit them to a Public Accountant for audit;*
    - c. *Submit periodic reports and special/other reports in accordance with the provisions or requests of the Supervisory Board and/or the Minister.*

7. Kewenangan dan Kewajiban terkait Dokumentasi
  - a. Memelihara risalah rapat Dewan Pengawas, risalah rapat Direksi, laporan tahunan, dokumen keuangan Perusahaan, dan dokumen lain;
  - b. Menyimpan di tempat kedudukan Perusahaan, risalah rapat Dewan Pengawas dan risalah rapat Direksi, laporan tahunan, dokumen keuangan, dan dokumen lain.

## Tanggung Jawab Direksi

1. Menjalankan tugas dengan itikad baik dan penuh tanggung jawab.
2. Bertanggung jawab penuh secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perusahaan.
3. Anggota Direksi tidak bertanggung jawab atas kerugian sebagaimana dimaksud di atas apabila dapat membuktikan bahwa:
  - a. kerugian tersebut bukan karena kesalahan atau kelalaiannya;
  - b. telah melakukan pengurusan usaha Perusahaan dengan itikad baik dan kehati-hatian;
  - c. tidak mempunyai benturan kepentingan; dan
  - d. telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.
4. Tindakan yang dilakukan oleh anggota Direksi di luar yang diputuskan oleh rapat Direksi menjadi tanggung jawab pribadi sampai dengan tindakan dimaksud disetujui oleh rapat Direksi.
5. Atas nama Perusahaan, Menteri dapat mengajukan gugatan ke pengadilan terhadap anggota Direksi yang karena kesalahan atau kelalaiannya menimbulkan kerugian pada Perusahaan.

7. *Authorities and Obligations related to Documentation*
  - a. *Maintain the minutes of the Supervisory Board meeting, the minutes of the Board of Directors meeting, the annual report, the Company's financial documents, and other documents;*
  - b. *Keep at the domicile of the Company the documents of the minutes of the Supervisory Board meeting and the minutes of the Board of Directors meeting, annual reports, financial documents, and other documents.*

## Responsibilities of The Board of Directors

1. *Carry out duties in good faith and full of responsibility.*
2. *Fully personally responsible for the loss of the Company if the person concerned is guilty or negligent in carrying out his duties for the interests and business of the Company.*
3. *Members of the Board of Directors are not responsible for the losses referred to above if they can prove that:*
  - a. *the loss is not due to his fault or negligence;*
  - b. *has managed the Company's business in good faith and prudence;*
  - c. *does not have a conflict of interest; and*
  - d. *has taken action to prevent the occurrence or continuation of the loss.*
4. *Actions taken by members of the Board of Directors other than those decided by the meeting of the Board of Directors are the personal responsibility until the said action is approved by the meeting of the Board of Directors.*
5. *On behalf of the Company, the Minister may file a lawsuit against a member of the Board of Directors whose fault or negligence has caused losses to the Company.*



## Ruang Lingkup Pekerjaan Dan Tanggung Jawab Masing-Masing Anggota Direksi

## Scope of Work and Responsibilities of Each Member of The Board of Directors

| Nama<br>Name                      | Jabatan<br>Position                                                                                 | Tugas dan Tanggung Jawab<br>Duties and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Setia Nurul Milatia Moemin</b> | Direktur Utama<br><i>President Director</i>                                                         | Direktur Utama mempunyai tugas pokok merencanakan, mengendalikan, dan melaksanakan pembinaan kegiatan pemeriksaan internal, pengelolaan strategi perusahaan, dan kebijakan perusahaan yang telah ditetapkan. Membawahkan Divisi Sekretariat Perusahaan dan Divisi Audit Intern.<br><br><i>The President Director has the main task of planning, controlling, and carrying out the development of internal audit activities, management of corporate strategy, and established company policies. In charge of the Corporate Secretariat Division and the Internal Audit Division.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Sandry Pasambuna</b>           | Direktur Komersial dan Pengembangan Usaha<br><i>Director of Commercial and Business Development</i> | Direktorat Komersial dan Pengembangan Bisnis mempunyai tugas pokok merencanakan, mengendalikan, dan melaksanakan pembinaan kegiatan di pengembangan bisnis, komersial, dan hubungan pelanggan sesuai dengan strategi dan kebijakan perusahaan yang telah ditetapkan serta bertanggung jawab untuk menangani kepengurusan secara umum dan pada bidang komersil dan pengembangan usaha DAMRI sebagaimana yang ditetapkan dalam Anggaran Dasar DAMRI. Membawahkan Divisi Pengembangan Bisnis, Divisi Komersial dan Pemasaran dan Divisi Operasi.<br><br><i>The Directorate of Commercial and Business Development has the main task of planning, controlling, and carrying out development activities in business, commercial, and customer relations in accordance with established company strategies and policies and is responsible for handling management in general and in the commercial and business development fields of DAMRI as stipulated in DAMRI's Articles of Association. In charge of the Business Development Division, Commercial and Marketing Division and Operations Division.</i> |
| <b>Sri Purwanto</b>               | Direktur Keuangan<br><i>Director of Finance</i>                                                     | Direktorat Keuangan mempunyai tugas pokok merencanakan, mengendalikan, dan melaksanakan pembinaan dalam kegiatan bidang keuangan perusahaan sesuai dengan strategi dan kebijakan perusahaan yang telah ditetapkan, serta bertanggung jawab untuk menangani kepengurusan pada bidang keuangan DAMRI sebagaimana yang ditetapkan dalam Anggaran Dasar DAMRI. Membawahkan Divisi Akuntansi dan Divisi Keuangan.<br><br><i>The Directorate of Finance has the main task of planning, controlling, and carrying out guidance in the company's financial sector activities in accordance with established company strategies and policies, and is responsible for handling DAMRI's financial management as stipulated in DAMRI's Articles of Association. In charge of the Accounting Division and the Finance Division.</i>                                                                                                                                                                                                                                                                                  |



| Nama<br>Name                                   | Jabatan<br>Position                                                             | Tugas dan Tanggung Jawab<br>Duties and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Arifin</b>                                  | Direktur Teknik dan Fasilitas<br><i>Director of Engineering and Facilities</i>  | <p>Direktorat Teknik dan Fasilitas mempunyai tugas pokok merencanakan, mengendalikan, dan melaksanakan pembinaan kegiatan bidang teknik sesuai dengan strategi dan kebijakan perusahaan yang telah ditetapkan, serta bertanggung jawab untuk menangani kepengurusan pada bidang teknik dan fasilitas DAMRI sebagaimana yang ditetapkan dalam Anggaran Dasar DAMRI. Membawahkan Divisi Perencanaan dan Fasilitas Teknik dan Divisi Perawatan dan Pemeliharaan.</p> <p><i>The Directorate of Engineering and Facilities has the main task of planning, controlling, and carrying out development of technical activities in accordance with established company strategies and policies, and is responsible for handling the management of DAMRI's engineering and facilities as stipulated in DAMRI's Articles of Association. In charge of the Planning and Facilities Engineering Division and the Maintenance and Maintenance Division.</i></p>                                                                                                                                 |
| <b>Siti Inda Suri</b>                          | Direktur SDM dan Umum<br><i>Director of Human Resources and General Affairs</i> | <p>Direktorat Sumber Daya Manusia dan Umum mempunyai tugas pokok merencanakan, mengendalikan, dan melaksanakan pembinaan dalam kegiatan bidang Sumber Daya Manusia, Pembelajaran SDM, Hubungan Pekerja, dan Layanan SDM serta Umum sesuai dengan strategi dan kebijakan perusahaan yang telah ditetapkan, serta bertanggung jawab untuk menangani kepengurusan pada bidang SDM dan Umum DAMRI sebagaimana yang ditetapkan dalam Anggaran Dasar DAMRI. Membawahkan Divisi Kapital Manusia dan Divisi Umum.</p> <p><i>The Directorate of Human Resources and General Affairs has the main task of planning, controlling, and carrying out guidance in activities in the fields of Human Resources, HR Learning, Worker Relations, and Human Resources and General Services in accordance with established company strategies and policies, and is responsible for handling management in the field of Human Resources and General Affairs of DAMRI as stipulated in the Articles of Association of DAMRI. In charge of the Human Capital Division and the General Division.</i></p> |
| <b>Seluruh Direksi</b><br><i>All Directors</i> |                                                                                 | <p>Seluruh Direksi mempunyai tugas pokok dan tanggung jawab terhadap proses transformasi, pengembangan digitalisasi perusahaan, perencanaan perusahaan, manajemen risiko, proses pengadaan, pelayanan dan keselamatan, serta hukum sesuai dengan strategi dan kebijakan perusahaan, meliputi:</p> <ol style="list-style-type: none"> <li>1. Divisi Manajemen Transformasi</li> <li>2. Divisi Pelayanan dan Keselamatan</li> <li>3. Divisi Teknologi Informasi</li> <li>4. Divisi Perencanaan Korporasi dan Manajemen Risiko</li> <li>5. Divisi Layanan Pengadaan</li> <li>6. Divisi Hukum</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Nama<br>Name | Jabatan<br>Position | Tugas dan Tanggung Jawab<br>Duties and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |                     | <p>The entire Board of Directors has the main duties and responsibilities for the transformation process, the development of corporate digitalization, corporate planning, risk management, procurement processes, services and safety, and law in accordance with the company's strategy and policies, including:</p> <ol style="list-style-type: none"> <li>1. Transformation Management Division</li> <li>2. Service and Safety Division</li> <li>3. Information Technology Division</li> <li>4. Corporate Planning and Risk Management Division</li> <li>5. Procurement Services Division</li> <li>6. Legal Division</li> </ol> |



## Masa Jabatan Direksi

Masa jabatan anggota Direksi adalah 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Jabatan Anggota Direksi berakhir apabila meninggal dunia, masa jabatan berakhir, diberhentikan, atau tidak lagi memenuhi persyaratan sebagai Anggota Direksi.

Anggota Direksi yang berhenti sebelum atau setelah masa jabatannya berakhir, kecuali karena meninggal dunia tetap bertanggung jawab terhadap tindakannya yang belum diterima pertanggungjawabannya oleh Menteri.

1. Pengangkatan dan Pemberhentian Anggota Direksi dilakukan oleh Menteri.
  - a. Persyaratan Anggota Direksi.
  - b. Persyaratan formal: Anggota Direksi adalah orang yang cakap melakukan perbuatan hukum, dan tidak pernah dinyatakan pailit, menjadi Anggota Direksi atau Anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan perusahaan dinyatakan pailit dan dihukum karena tindak pidana.
  - c. Persyaratan material: Anggota Direksi lulus seleksi dan memenuhi persyaratan keahlian, integritas, kepemimpinan, pengalaman, jujur, perilaku yang baik, serta memiliki dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan.

## Board of Directors Service

The term of office for members of the Board of Directors is 5 (five) years and may be reappointed for 1 (one) term of office. The position of a Member of the Board of Directors ends when he dies, the term of office ends, is dismissed, or no longer meets the requirements as a Member of the Board of Directors.

A member of the Board of Directors who resigns before or after his term of office ends, except for demise, remains responsible for his actions for which the Minister has not received his accountability.

1. The appointment and dismissal of members of the Board of Directors shall be carried out by the Minister.
  - a. Requirements for Members of the Board of Directors.
  - b. Formal requirements: Members of the Board of Directors are people who are capable of carrying out legal actions, and have never been declared bankrupt, become Members of the Board of Directors or Members of the Supervisory Board who are found guilty of causing the company to be declared bankrupt and sentenced to criminal acts.
  - c. Material requirements: Members of the Board of Directors pass the selection and meet the requirements of expertise, integrity, leadership, experience, honesty, good behavior, and have a high dedication to advancing and developing the Company.

- d. Menandatangani kontrak manajemen.
  - e. Antar anggota Direksi dan antara anggota Direksi dengan anggota Dewan Pengawas dilarang memiliki hubungan keluarga sedarah sampai dengan derajat ketiga.
  - f. Memenuhi persyaratan lain sebagaimana ditentukan oleh Anggaran Dasar dan peraturan perundang-undangan.
2. Komposisi dan Keanggotaan Direksi
- a. Jumlah anggota Direksi ditetapkan oleh Menteri sesuai dengan kebutuhan.
  - b. Dalam hal Direksi terdiri lebih dari 1 (satu) orang anggota, salah seorang Anggota Direksi diangkat sebagai Direktur Utama.
  - c. Komposisi dan pembagian tugas serta wewenang Direksi ditetapkan oleh Menteri atau dapat didelegasikan kepada Dewan Pengawas.
  - d. Nomenklatur dan jumlah Direktur disesuaikan dengan jumlah Direktur yang diangkat Menteri BUMN. Susunan Direksi DAMRI terdiri atas:
    - 1) Direktur Utama
    - 2) Direktur Komersial dan Pengembangan Usaha
    - 3) Direktur Teknik dan Fasilitas
    - 4) Direktur Keuangan
    - 5) Direktur SDM dan Umum

## Pedoman Dan Tata Tertib Kerja Direksi (Board Charter)

Dalam hubungannya dengan organ Perusahaan lainnya terkait pelaksanaan tugas dan tanggung jawab Direksi diatur dalam Tata Laksana Kerja (*Board Manual*) pada Bab II. Board Manual tersebut menjadi acuan bagi Direksi dalam melaksanakan tugas masing-masing untuk mencapai visi dan misi Perusahaan, sehingga diharapkan akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

## Komposisi dan Dasar Pengangkatan Direksi

Selama Tahun 2020 terdapat 1 (satu) kali perubahan komposisi Direksi sebagaimana dijelaskan pada Bagian Laporan Dewan Pengawas dan Direksi.

- d. *Sign a management contract.*
  - e. *Members of the Board of Directors and members of the Board of Directors and members of the Supervisory Board are prohibited from having blood family relations up to the third degree.*
  - f. *Meet other requirements as determined by the Articles of Association and laws and regulations.*
2. *Composition and Membership of the Board of Directors*
- a. *The number of members of the Board of Directors is determined by the Minister in accordance with the need.*
  - b. *In the event that the Board of Directors consists of more than 1 (one) member, one member of the Board of Directors is appointed as the President Director.*
  - c. *The composition and division of duties and authorities of the Board of Directors are determined by the Minister or can be delegated to the Supervisory Board.*
  - d. *The nomenclature and the number of Directors are adjusted to the number of Directors appointed by the Minister of SOEs. The composition of the Board of Directors of DAMRI consists of:*
    - 1) *President Director*
    - 2) *Director of Commercial and Business Development*
    - 3) *Director of Engineering and Facilities*
    - 4) *Finance Director*
    - 5) *HR and General Director*

## Guidelines and Conduct of Work of Directors (Board Charter)

*Implementation of the duties and responsibilities of the Board of Directors related to other Company's organs, it is regulated in the Work Procedure (Board Manual) in Chapter II. The Board Manual is a reference for the Board of Directors in carrying out their respective duties to achieve the Company's vision and mission, with the hope that that high work standards will be achieved in line with GCG principles.*

## Composition and Basis of The Appointment of The Board of Directors

*During Year 2020 there is 1 (one) change in the composition of the Board of Directors as described in Section Report of the Supervisory Board and the Board of Directors.*

## Program Orientasi Bagi Direksi Baru

Sekretaris Perusahaan mengkoordinasikan pelaksanaan program pengenalan anggota Direksi yang baru, sesuai dengan perubahan komposisi Direksi yang terjadi sepanjang tahun 2020.

Program pengenalan untuk Direksi baru tahun 2020 diselenggarakan pada 5 Juni 2020 di Kantor Pusat DAMRI yang dihadiri oleh Dewan Pengawas, Direksi, termasuk Direksi baru dan seluruh Kepala Divisi. Hal-hal yang disampaikan adalah pelaksanaan prinsip-prinsip GCG, gambaran Perusahaan (yang berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, dan masalah strategis lainnya), kewenangan dalam pendelegasian, audit internal dan eksternal, sistem dan kebijakan pengendalian internal termasuk Komite Audit, keterangan mengenai tugas dan tanggung jawab Dewan Pengawas dan Direksi, serta hal-hal yang tidak diperbolehkan.

## Pembidangan Tugas Direksi dan Pendelegasian Wewenang

Hak dan Wewenang Direksi Bertindak Atas Nama Direksi serta Mewakili Perusahaan

1. Setiap anggota Direksi berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan.
2. Direktur Utama berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan di dalam dan/atau di luar pengadilan.
3. Dalam hal Direktur Utama tidak ada atau berhalangan, salah seorang anggota Direksi ditunjuk oleh Direktur Utama untuk bertindak untuk dan atas nama Direksi serta mewakili Perusahaan.
4. Dalam hal Direktur Utama tidak melakukan penunjukan, maka urutan anggota Direksi yang berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan adalah:
  - a. Salah seorang anggota Direksi yang ditunjuk oleh Direksi yang ada; atau
  - b. Salah seorang anggota Direksi yang paling lama menjabat; atau
  - c. Salah seorang anggota Direksi yang paling lama menjabat dan yang tertua dalam usia.
5. Direksi berhak mengangkat seorang atau lebih sebagai wakil atau kuasanya untuk melakukan perbuatan hukum tertentu dengan memberikan kuasa khusus yang diatur dalam surat kuasa.

## Orientation Program For New Board of Directors

The Corporate Secretary coordinates the implementation of the program to introduce new members of the Board of Directors, in accordance with changes in the composition of the Board of Directors that occurred throughout the year of 2020.

Introduction program for new directors in 2020 was held on June 5, 2020 at the Central Office DAMRI attended by the Supervisory Board, the Board of Directors, including a new Board of Directors and all Heads of Division. The items conveyed were the implementation of GCG principles, company description (related to the objectives, nature and scope of activities, financial and operating performance, strategy, short-term and long-term business plans, competitive position, risks and other strategic issues), authority in delegation, internal and external audits, internal control systems and policies including the audit committee, information on the duties and responsibilities of the Supervisory Board and the Board of Directors as well as things that are not allowed.

## Duties of The Board of Directors and Delegation of Authority

Rights and Authorities of the Board of Directors Acting on behalf of the Board of Directors and Representing the Company

1. Each member of the Board of Directors has the right and authority to act for and on behalf of the Board of Directors and represent the Company.
2. The President Director has the right and authority to act for and on behalf of the Board of Directors and to represent the Company inside and/or outside the court.
3. In the absence or absence of the President Director, a member of the Board of Directors is appointed by the President Director to act for and on behalf of the Board of Directors and to represent the Company.
4. In the event that the President Director does not make an appointment, the order of the members of the Board of Directors authorized to act for and on behalf of the Board of Directors and to represent the Company is:
  - a. One member of the Board of Directors appointed by the existing Board of Directors; or
  - b. One of the longest serving members of the Board of Directors; or
  - c. One of the longest serving members of the Board of Directors and the oldest in age.
5. The Board of Directors has the right to appoint one or more representatives or proxies to carry out certain legal actions by granting special powers as stipulated in the power of attorney.



## Kebijakan Rangkap Jabatan Direksi

### Jabatan Rangkap

a. Anggota Direksi dilarang memegang jabatan rangkap sebagai:

- 1) anggota direksi atau anggota komisaris/dewan pengawas pada BUMN lain, BUMD, atau badan usaha milik swasta;
- 2) jabatan struktural dan fungsional dalam instansi atau lembaga Pemerintah;
- 3) jabatan lain yang dapat menimbulkan benturan kepentingan.
- 4) Anggota Direksi yang merangkap jabatan lain harus mengundurkan diri dari jabatan lamanya paling lama 30 (tiga puluh) hari terhitung sejak tanggal pengangkatannya sebagai anggota Direksi, jika tidak mengundurkan diri maka jabatannya sebagai anggota Direksi berakhir dengan lewatnya 30 (tiga puluh) hari.

b. Kekosongan Jabatan Anggota Direksi

Apabila oleh suatu sebab jabatan Anggota Direksi kosong:

- 1) Menteri dalam waktu paling lama 30 (tiga puluh) hari terhitung sejak tanggal kekosongan jabatan, mengangkat anggota Direksi atau pihak lain untuk mengisi kekosongan jabatan tersebut;
- 2) Jika Menteri belum mengangkat anggota Direksi yang kosong, maka Dewan Pengawas menunjuk salah seorang anggota Direksi lainnya;
- 3) Jika anggota Direksi berakhir masa jabatan dan Menteri belum mengangkat anggota Direksi baru, anggota Direksi yang telah berakhir masa jabatannya dapat diangkat oleh Menteri sebagai pelaksana tugas anggota Direksi;
- 4) Pelaksana tugas anggota Direksi yang kosong selain anggota Direksi yang masih menjabat memperoleh gaji dan tunjangan atau fasilitas yang sama dengan anggota Direksi yang kosong, tetapi tidak termasuk santunan purna jabatan.

c. Seluruh Jabatan Direksi Kosong

Apabila oleh suatu sebab seluruh jabatan Direksi kosong:

- 1) Menteri dalam waktu paling lama 30 (tiga puluh) hari terhitung sejak tanggal kekosongan jabatan, mengangkat anggota Direksi untuk mengisi kekosongan jabatan tersebut;

## Policy of Dual Positions of Board of Directors

### Double function

a. Members of the Board of Directors are prohibited from holding concurrent positions as:

- 1) a member of the board of directors or a member of the commissioner/supervisory board at another BUMN, BUMD, or privately-owned enterprise;
- 2) structural and functional positions in government agencies or institutions;
- 3) other positions that may create a conflict of interest.
- 4) Members of the Board of Directors who hold other positions must resign from their former positions no later than 30 (thirty) days from the date of their appointment as members of the Board of Directors, if they do not resign, their position as members of the Board of Directors ends with the lapse of 30 (thirty) days.

b. Vacancies for Members of the Board of Directors

If for any reason the position of a Member of the Board of Directors is vacant:

- 1) The Minister within a maximum period of 30 (thirty) days from the date of the vacancy, appoints a member of the Board of Directors or another party to fill the vacancy;
- 2) If the Minister has not appointed a vacant member of the Board of Directors, the Supervisory Board shall appoint another member of the Board of Directors;
- 3) If a member of the Board of Directors has expired and the Minister has not appointed a new member of the Board of Directors, the member of the Board of Directors whose term of office has ended may be appointed by the Minister as the executor of the duties of a member of the Board of Directors;
- 4) The executor of the duties of the vacant members of the Board of Directors other than the members of the Board of Directors who are still in office shall receive the same salary and allowances or facilities as the vacant members of the Board of Directors, but not including post-employment benefits.

c. All positions of the Board of Directors are vacant

If for any reason all positions of the Board of Directors are vacant:

- 1) The Minister within a maximum period of 30 (thirty) days from the date of the vacancy, appoints a member of the Board of Directors to fill the vacancy;

- 2) Jika Menteri belum mengangkat anggota Direksi yang kosong, untuk sementara Perusahaan diurus oleh Dewan Pengawas (secara bersama-sama atau menunjuk salah seorang atau lebih) atau pihak lain yang ditunjuk oleh Menteri;
- 3) Jika seluruh jabatan Direksi kosong karena berakhirnya masa jabatan dan Menteri belum menetapkan penggantinya, semua anggota Direksi yang telah berakhir masa jabatannya dapat ditetapkan oleh Dewan Pengawas atau Menteri untuk menjalankan pekerjaannya sebagai pelaksana tugas anggota Direksi dengan tugas, kewenangan, dan kewajiban yang sama; dan
- 4) Pelaksana tugas anggota Direksi yang kosong, selain Dewan Pengawas, memperoleh gaji dan tunjangan dan/atau fasilitas yang sama dengan anggota Direksi yang kosong, tetapi tidak termasuk santunan purnajabatan.

## Pengelolaan Benturan Kepentingan Direksi

1. Anggota Direksi tidak berwenang mewakili Perusahaan apabila yang bersangkutan berperkara dengan Perusahaan di depan pengadilan; atau jika yang bersangkutan mempunyai kepentingan yang bertentangan dengan kepentingan Perusahaan.
2. Dalam hal terjadi kondisi benturan kepentingan anggota direksi, Perusahaan diwakili oleh salah seorang anggota Direksi yang ditunjuk dari dan oleh anggota Direksi lain.
3. Dalam hal benturan kepentingan menyangkut semua anggota Direksi, Perusahaan diwakili oleh Dewan Pengawas atau oleh seseorang yang ditunjuk oleh Dewan Pengawas.
4. Menteri menunjuk pihak lain untuk mewakili Perusahaan jika terjadi kondisi benturan kepentingan yang melibatkan semua anggota Direksi dan tidak ada Dewan Pengawas atau dalam kondisi seluruh anggota Direksi atau Dewan Pengawas mempunyai benturan kepentingan dengan Perusahaan.

## Kepemilikan Saham Direksi

Seluruh anggota Direksi DAMRI telah melaporkan kepemilikan saham (pengendali) yang dimiliki. Direksi tidak memiliki saham baik di DAMRI maupun perusahaan lain.

- 2) *If the Minister has not appointed a vacant member of the Board of Directors, the Company is temporarily managed by the Supervisory Board (jointly or by appointing one or more members) or another party appointed by the Minister;*
- 3) *If all positions of the Board of Directors are vacant due to the end of their term of office and the Minister has not appointed a replacement, all members of the Board of Directors whose term of office has ended may be appointed by the Supervisory Board or the Minister to carry out their work as executor of the duties of members of the Board of Directors with the same duties, authorities and obligations; and*
- 4) *The vacant members of the Board of Directors, other than the Supervisory Board, receive the same salary and allowances and/or facilities as the vacant members of the Board of Directors, but post-employment benefits is not included.*

## Conflict of Interest Management of The Board of Directors

1. *Members of the Board of Directors are not authorized to represent the Company if they have a case with the Company before the court; or if the person concerned has interests that conflict with the interests of the Company.*
2. *In the event of a conflict of interest of members of the Board of Directors, the Company is represented by a member of the Board of Directors appointed from and by other members of the Board of Directors.*
3. *In the event of a conflict of interest involving all members of the Board of Directors, the Company is represented by the Supervisory Board or by a person appointed by the Supervisory Board.*
4. *The Minister appoints another party to represent the Company in the event of a conflict of interest involving all members of the Board of Directors and no Supervisory Board or in the event that all members of the Board of Directors or Supervisory Board have a conflict of interest with the Company.*

## Share Ownership of The Board of Directors

*All members of the DAMRI Board of Directors have reported their share ownership. The Board of Directors does not own shares in either DAMRI or other companies.*

| Nama<br><i>Name</i>               | Jabatan<br><i>Position</i>                                                                                  | Kepemilikan Saham<br><i>Shareholding</i> |                                         |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------|
|                                   |                                                                                                             | DAMRI                                    | Perusahaan Lain<br><i>Other Company</i> |
| <b>Setia Nurul Milatia Moemin</b> | Direktur Utama (Dirut)<br><i>President Director</i>                                                         | Tidak<br><i>No</i>                       | Tidak<br><i>No</i>                      |
| <b>Sandry Pasambuna</b>           | Direktur Komersial dan Penembangan Usaha (Dirkom)<br><i>Director of Commercial and Business Development</i> | Tidak<br><i>No</i>                       | Tidak<br><i>No</i>                      |
| <b>Sri Purwanto</b>               | Direktur Keuangan (Dirkeu)<br><i>Director of Finance</i>                                                    | Tidak<br><i>No</i>                       | Tidak<br><i>No</i>                      |
| <b>Arifin</b>                     | Direktur Teknik dan Fasilitas (Dirtek)<br><i>Director of Engineering and Facilities</i>                     | Tidak<br><i>No</i>                       | Tidak<br><i>No</i>                      |
| <b>Siti Inda Suri</b>             | Direktur SDM dan Umum (Dirsum)<br><i>Director of Human Resources and General Affairs</i>                    | Tidak<br><i>No</i>                       | Tidak<br><i>No</i>                      |

## Pengembangan Kompetensi Direksi

DAMRI memiliki kebijakan Program Peningkatan Kapabilitas sebagai berikut:

1. Program peningkatan kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas kerja Direksi dan/atau Dewan Pengawas.
2. Program peningkatan kapabilitas harus dimasukkan dalam rencana kerja dan anggaran Direksi dan/atau Dewan Pengawas.
3. Setiap Anggota Direksi dan/atau Anggota Dewan Pengawas yang mengikuti program peningkatan kapabilitas, harus membuat laporan dan berbagi informasi/pengetahuan dengan yang Anggota Direksi/Dewan Pengawas lainnya.

Pengembangan kompetensi Direksi dapat dilihat dari bab sumber Daya Manusia sub-bab Pelatihan Direksi dalam Laporan Tahunan 2020.

## Board of Directors' Competence Development

DAMRI has the following Capability Improvement Program policies:

1. The capability improvement program is implemented in order to increase the effectiveness of the work of the Board of Directors and/or the Supervisory Board.
2. The capability improvement program must be included in the work plan and budget of the Board of Directors and/or the Supervisory Board.
3. Each member of the Board of Directors and/or member of the Supervisory Board who participates in the capability improvement program must make a report and share information/knowledge with other members of the Board of Directors/Supervisory Board.

The competency development of the Board of Directors can be seen from the Human Resources chapter, the Board of Directors Training sub-chapter in the 2020 Annual Report.

## Pelaksanaan Tugas Direksi

### Penilaian Kinerja Direksi

Penilaian kinerja Direksi dilakukan setiap tahun oleh Pemilik Modal dan Dewan Pengawas dalam Rapat Pembahasan Bersama (RPB), berdasarkan laporan akuntabilitas yang disusun oleh Direksi tentang pencapaian indikator yang meliputi:

1. Pelaksanaan tugas dan tanggung jawab Direksi sesuai Anggaran Dasar DAMRI.
2. Pelaksanaan hasil keputusan RPB.
3. Pencapaian realisasi dari Rencana Kerja dan Anggaran Tahunan DAMRI.

Selain mekanisme tersebut, kinerja Direksi juga dinilai melalui realisasi kontrak manajemen antara Direksi, Dewan Pengawas, dan Pemilik Modal DAMRI. Realisasi *Key Performance Indicators* (KPI) dalam Kontrak Manajemen pada Tahun 2020 dengan rincian sebagai berikut: (Kontrak Manajemen terlampir)

### Prosedur Pelaksanaan Penilaian Kinerja Direksi

Pada setiap awal tahun, Direksi wajib menyusun *Key Performance Indicator* (KPI) yang merupakan penjabaran dari RKAP yang disahkan RPB dan dituangkan dalam kontrak manajemen. Penyusunan KPI mengacu pada Surat Kementerian BUMN Nomor: S-08/S.MBU/2013 tentang Pedoman Penentuan KPI dan Kriteria Kinerja Unggul pada BUMN.

Hasil Kinerja Direksi secara kolektif dilaporkan oleh Dewan Pengawas di dalam Laporan Tugas Pengawasan Dewan Pengawas, selanjutnya dievaluasi oleh Pemilik Modal dalam RPB yang dituangkan dalam persetujuan dan pengesahan Laporan Tahunan Perusahaan oleh RPB.

### Kriteria Evaluasi Kinerja Direksi

Kriteria evaluasi kinerja Direksi diajukan oleh Direksi yang ditetapkan dalam RPB, yaitu keuangan dan pasar, fokus pelanggan, efektivitas produk dan proses, fokus tenaga kerja, kepemimpinan, dan agen pembangunan.

## Board of Directors' Duties

### Board of Directors Performance Assessment

*The performance appraisal of the Board of Directors is carried out annually by the Capital Owners and the Supervisory Board in the Joint Discussion Meeting (RPB), based on the accountability report prepared by the Board of Directors regarding the achievement of indicators which include:*

1. *Implementation of the duties and responsibilities of the Board of Directors in accordance with DAMRI's Articles of Association.*
2. *Implementation of the results of RPB decisions.*
3. *Achievement of DAMRI's annual work plan and budget.*

*In addition to this mechanism, the performance of the Board of Directors is also assessed through the realization of a management contract between the Board of Directors, the Supervisory Board, and DAMRI's Proxy for Capital Owners. Realization of Key Performance Indicators (KPI) in the Management Contract in Year 2020 with the details as follows: (a Management Contract attached)*

### Performance Assessment Procedure of The Board of Directors

*At the beginning of the year, the Board of Directors is required to compile a Key Performance Indicator (KPI) which is an elaboration of the RKAP approved by the RPB and set forth in a management contract. The preparation of KPI refers to the Letter of the Ministry of SOEs Number: S-08/S.MBU/2013 concerning Guidelines for Determining KPIs and Excellent Performance Criteria for SOEs.*

*The results of the Board of Directors' performance are collegially reported by the Supervisory Board in the Supervisory Board's Supervisory Task Report, then evaluated by the Capital Owners in the RPB which is stated in the approval and ratification of the Company's Annual Report by the RPB.*

### Board of Directors' Performance Evaluation Criteria

*The criteria for evaluating the performance of the Board of Directors are proposed by the Board of Directors which are set out in the RPB, namely: finance and market, customer focus, product and process effectiveness, workforce focus, leadership and development agency.*



## Pihak yang Melakukan Penilaian

Dewan Pengawas melaporkan hasil kinerja Direksi secara kolegal dalam Rapat Pembahasan Bersama (RPB) untuk dievaluasi dan disahkan oleh Pemilik Modal.

## Penilaian Kinerja Komite Di Bawah Direksi

Sampai dengan tahun 2020, DAMRI tidak memiliki komite di bawah Direksi.

## Mekanisme Pemberhentian dan Pengunduran Diri Direksi

### Pemberhentian Anggota Direksi sewaktu-waktu

1. Anggota Direksi dapat diberhentikan sebelum masa jabatannya berakhir berdasarkan keputusan Menteri dengan menyebutkan alasan bahwa pada kenyataannya Anggota Direksi yang bersangkutan:
  - a. Tidak dapat memenuhi kewajibannya yang telah disepakati dalam kontrak manajemen;
  - b. Tidak dapat melaksanakan tugasnya dengan baik;
  - c. Tidak melaksanakan Anggaran Dasar dan/atau ketentuan peraturan perundang-undangan;
  - d. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau negara;
  - e. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagai Anggota Direksi badan usaha milik negara;
  - f. Dinyatakan bersalah dengan putusan pengadilan yang mempunyai kekuatan hukum yang tetap;
  - g. Mengundurkan diri.
2. Menteri berdasarkan alasan lainnya yang dinilai tepat demi kepentingan dan tujuan Perusahaan, dapat memberhentikan Anggota Direksi.
3. Rencana pemberhentian Anggota Direksi diberitahukan kepada Anggota Direksi yang bersangkutan secara lisan atau tertulis oleh Menteri atau pejabat yang ditunjuk.
4. Keputusan pemberhentian diambil setelah Anggota Direksi yang bersangkutan diberi kesempatan membela diri yang disampaikan secara tertulis kepada Menteri atau pejabat yang ditunjuk dalam waktu paling lama 14 (empat belas) hari terhitung sejak tanggal pemberitahuan pemberhentian.
5. Dalam hal Anggota Direksi yang diberhentikan telah melakukan pembelaan diri atau menyatakan tidak berkeberatan atas rencana pemberhentiannya pada saat diberitahukan maka ketentuan waktu sebagaimana dimaksud pada poin 4 dianggap telah terpenuhi.

## Party That Doing The Assessment

The Supervisory Board reports the results of the Board of Directors' performance collegially in the Joint Discussion Meeting (RPB) to be evaluated and approved by the Capital Owners

## Performance Assessment of Committees Under The Board of Directors

Until 2020, DAMRI did not have a committee under the Board of Directors.

## Mechanism of Termination and Removal of Board of Directors

### Dismissal of Members of the Board of Directors at any time

1. Members of the Board of Directors may be dismissed before their term of office ends based on a Ministerial Decree by stating the reasons that of the person concerned:
  - a. unable to fulfill the obligations in the management contract;
  - b. unable to carry out their duties properly;
  - c. does not implement the Articles of Association and/or laws and regulations;
  - d. engage in actions that are detrimental to the Company and/or the state;
  - e. take actions that violate ethics and/or propriety;
  - f. found guilty by a court decision that has permanent legal force; or
  - g. resign.
2. The Minister based on other reasons deemed appropriate for the interests and objectives of the Company, may dismiss members of the Board of Directors.
3. The plan to terminate the member of the Board of Directors shall be notified to the member of the Board of Directors concerned verbally or in writing by the Minister or an appointed official.
4. The decision to dismiss is taken after the member of the Board of Directors concerned is given the opportunity to defend himself which is submitted in writing to the Minister or appointed official within a period of 14 (fourteen) days from the date of notification of dismissal.
5. In the event that the dismissed member of the Board of Directors has defended himself or expressed no objection to his planned dismissal at the time of notification, the time provision as referred to in point 4 deemed to have been fulfilled.

6. Selama rencana pemberhentian masih dalam proses, anggota Direksi yang bersangkutan wajib melaksanakan tugas sebagaimana mestinya.
7. Pemberhentian karena alasan sebagaimana dimaksud pada poin 2 dan 6, merupakan pemberhentian tidak dengan hormat.

#### **Pemberhentian Anggota Direksi Sementara**

1. Dewan Pengawas dapat memberhentikan anggota Direksi untuk sementara waktu apabila anggota Direksi bertindak bertentangan dengan Peraturan Pemerintah, terdapat indikasi merugikan Perusahaan, melalaikan kewajibannya, atau terdapat alasan yang mendesak bagi Perusahaan.
2. Keputusan Dewan Pengawas mengenai pemberhentian sementara Anggota Direksi dilakukan sesuai dengan tata cara pengambilan keputusan Dewan Pengawas dengan izin Menteri.
3. Pemberhentian sementara, harus diberitahukan secara tertulis kepada yang bersangkutan disertai alasan yang menyebabkan tindakan tersebut dengan tembusan kepada Menteri dan Direksi.
4. Pemberitahuan disampaikan dalam jangka waktu paling lama 2 (dua) hari setelah tanggal ditetapkannya pemberhentian sementara tersebut.
5. Anggota Direksi yang diberhentikan sementara tidak berwenang menjalankan pengurusan Perusahaan dan mewakili Perusahaan baik di dalam maupun di luar pengadilan.
6. Dalam waktu paling lama 60 (enam puluh) hari setelah pemberhentian sementara, Menteri harus memutuskan mencabut atau menguatkan keputusan pemberhentian sementara tersebut setelah Anggota Direksi yang bersangkutan diberi kesempatan untuk membela diri.
7. Dalam hal jangka waktu 60 (enam puluh) hari sebagaimana dimaksud pada ayat 6 (enam) telah lewat dan Menteri tidak mengambil keputusan, pemberhentian sementara tersebut menjadi batal.

#### **Pengunduran Diri Direksi**

1. Setiap Anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis kepada Perusahaan dengan tembusan kepada Menteri, Dewan Pengawas, dan Anggota Direksi lainnya paling lambat 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya.
2. Apabila dalam surat pengunduran diri disebutkan tanggal efektif kurang dari 30 (tiga puluh) hari, maka tanggal efektif tetap dihitung 30 (tiga puluh) hari sejak tanggal surat pengunduran diri diterima Menteri. Jika surat pengunduran diri tidak menyebutkan tanggal efektif pengunduran diri, anggota Direksi berhenti dengan sendirinya terhitung 30 (tiga puluh) hari sejak tanggal diterimanya surat pengunduran diri oleh Menteri.

6. *As long as the termination plan is still in process, the relevant member of the Board of Directors must carry out his duties properly.*
7. *Dismissal for reasons as referred to in points 2 and 6, is a dishonourable dismissal with no respect.*

#### **Pemberhentian Anggota Direksi Sementara**

1. *The Supervisory Board may dismiss members of the Board of Directors temporarily if the members of the Board of Directors act contrary to Government Regulations, there are indications of harming the Company, neglecting their obligations, or there are urgent reasons for the Company.*
2. *The decision of the Supervisory Board regarding the temporary dismissal of members of the Board of Directors is made in accordance with the procedures for making decisions of the Supervisory Board.*
3. *Temporary dismissal must be notified in writing to the person concerned along with the reasons that led to the action with a copy to the Minister and the Board of Directors.*
4. *The notification is delivered within a maximum period of 2 (two) days after the date of the stipulation of the temporary suspension.*
5. *Members of the Board of Directors who are temporarily dismissed are not authorized to carry out the Management of the Company and represent the Company both inside and outside the court.*
6. *Within a maximum period of 60 (sixty) days after the temporary dismissal, the Minister must decide to revoke or strengthen the decision on the temporary dismissal after the member of the Board of Directors concerned is given the opportunity to defend himself/herself.*
7. *In the event that the period of 60 (sixty) days as referred to in paragraph (6) has elapsed and the Minister has not made a decision, the temporary suspension will be cancelled.*

#### **Resignation of Directors**

1. *Each member of the Board of Directors has the right to resign from his position by notifying the Company in writing with a copy to the Minister, the Supervisory Board, and other members of the Board of Directors no later than 30 (thirty) days prior to the date of his resignation.*
2. *If the resignation letter states that the effective date is less than 30 (thirty) days, the effective date will still be counted as 30 (thirty) days from the date the resignation letter is received by the Minister. If the resignation letter does not state the effective date of resignation, the member of the Board of Directors will automatically resign as of 30 (thirty) days from the date of receipt of the resignation letter by the Minister.*

3. Apabila Menteri tidak memberikan keputusan sampai dengan 30 (tiga puluh) hari atau sampai dengan tanggal efektif yang diminta, anggota Direksi yang mengundurkan diri berhenti dengan sendirinya pada hari ke-30 (tiga puluh) terhitung sejak tanggal surat pengunduran diri diterima Menteri.

3. If the Minister does not make a decision within 30 (thirty) days or until the effective date requested, the member of the Board of Directors automatically resigns on the 30 (thirty) day after resignation letter is received by the Minister.

## Rapat Direksi

## Board of Directors Meeting

| Tanggal<br>Date                     | Peserta<br>Participant     | Jabatan<br>Position                                                                         | Kehadiran<br>Presence | Agenda                                                                                   | Agenda                                                                                           |
|-------------------------------------|----------------------------|---------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 7 Februari 2020<br>February 7, 2020 | Setia Nurul Milatia Moemin | Direktur Utama<br>President Director                                                        | Hadir<br>Present      | 1. Agenda Raker DAMRI Tahun 2020                                                         | 1. DAMRI Work Meeting Agenda 2020                                                                |
|                                     | Sri Purwanto               | Direktur Keuangan<br>Director of Finance                                                    | Hadir<br>Present      | 2. Indisipliner                                                                          | 2. Discipline                                                                                    |
|                                     | Arifin                     | Direktur Teknik dan Fasilitas<br>Director of Engineering and Facilities                     | Hadir<br>Present      | 3. Panggilan Kejaksaan dan Reskrim                                                       | 3. Summons from the Prosecutor Office and Police                                                 |
|                                     | Siti Inda Suri             | Direktur SDM dan Umum<br>Director of Human Resources and General Affairs                    | Hadir<br>Present      | 4. Investasi Bus Baru maupun Rekondisi                                                   | 4. New and Reconditioned Bus Investment                                                          |
| 2 Juli 2020<br>July 2, 2020         | Setia Nurul Milatia Moemin | Direktur Utama<br>President Director                                                        | Hadir<br>Present      | 5. Kegiatan yang tidak tertuang dalam RKAP                                               | 5. Activities that are not stated in the RKAP                                                    |
|                                     | Sandry Pasambuna           | Direktur Komersil dan Pengembangan Usaha<br>Director of Commercial and Business Development | Hadir<br>Present      | 6. Pelaksanaan Fit and Proper Test dan pengisian jabatan yang kosong                     | 6. Implementation of Fit and Proper Test and filling vacant positions                            |
|                                     | Sri Purwanto               | Direktur Keuangan<br>Director of Finance                                                    | Hadir<br>Present      | 7. Laporan Hasil Sementara Audit Tahun 2019 oleh Tim KAP dan Rencana Pendanaan oleh Bank | 7. Interim Audit Report for 2019 by the KAP Team and Funding Plans by the Bank                   |
|                                     | Arifin                     | Direktur Teknik dan Fasilitas<br>Director of Engineering and Facilities                     | Hadir<br>Present      | 8. Laporan Realisasi Forka                                                               | 8. Forka Realization Report                                                                      |
|                                     |                            |                                                                                             |                       | 9. Follow up kegiatan logistik di Cabang Bandar Lampung                                  | 9. Follow up on logistics activities at Bandar Lampung Branch                                    |
|                                     |                            |                                                                                             |                       | 10. Lain-lain                                                                            | 10. Etc                                                                                          |
|                                     |                            |                                                                                             |                       | 1. Pembahasan langkah-langkah strategis dalam menghadapi krisis akibat pandemi Covid-19  | 1. Discussion of strategic steps in dealing with the crisis due to the Covid-19 pandemic         |
|                                     |                            |                                                                                             |                       | 2. Pembahasan realokasi kendaraan di Kantor Cabang Angkutan Bandara Soekarno-Hatta       | 2. Discussion of vehicle reallocation at the Soekarno-Hatta Airport Transportation Branch Office |
|                                     |                            |                                                                                             |                       | 3. Pembahasan rencana perbaikan atau rekondisi bus                                       | 3. Discussion of the plan for repair or reconditioning the bus                                   |
|                                     |                            |                                                                                             |                       | 4. Pembahasan pengajuan ijin penjualan armada di atas 6 tahun                            | 4. Discussion on applying for a fleet sales permit over 6 years                                  |
|                                     |                            |                                                                                             |                       | 5. Pembahasan kerjasama untuk Angkutan Karyawan                                          | 5. Discussion of cooperation for Employee Transportation                                         |
|                                     |                            |                                                                                             |                       | 6. Pembahasan Pelayanan Tol Laut                                                         | 6. Discussion of Sea Toll Services                                                               |
|                                     |                            |                                                                                             |                       | 7. Pembahasan Pelayanan Transjakarta Busway                                              | 7. Discussion of Trans-jakarta Busway Services                                                   |

| Tanggal<br>Date                           | Peserta<br>Participant     | Jabatan<br>Position                                                                                | Kehadiran<br>Presence             | Agenda                                                                                                                                                                                                                                                       | Agenda                                                                                                                                                                                                                                                                           |
|-------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                           | Siti Inda Suri             | Direktur SDM dan Umum<br><i>Director of Human Resources and General Affairs</i>                    | Hadir<br><i>Present</i>           | 8. Pembahasan Kontrak/penugasan Angkutan Pekerja Migran Indonesia (PMI) dari PT Angkasa Pura II<br>9. Pura II Pembahasan Update Informasi                                                                                                                    | 8. Discussion on the Contract/assignment of Indonesian Migrant Workers Transport (PMI) from PT Angkasa Pura II<br>9. Information Update Discussion                                                                                                                               |
| 7 Juli 2020<br><i>July 7, 2020</i>        | Setia Nurul Milatia Moemin | Direktur Utama<br><i>President Director</i>                                                        |                                   | 1. Pembahasan Mutasi Bus dari Kantor Cabang Bandara Soekarno-Hatta ke Kantor Cabang di Pulau Kalimantan<br>2. Pembahasan skala prioritas, 12 unit bus besar akan dimutasi-kan ke 4 Kantor Cabang                                                             | 1. Discussion of Bus Transfers from Soekarno-Hatta Airport Branch Offices to Branch Offices on Kalimantan Island<br>2. Priority scale discussion, 12 large buses will be transferred to 4 Branch Offices                                                                         |
|                                           | Sandry Pasambuna           | Direktur Komersil dan Pengembangan Usaha<br><i>Director of Commercial and Business Development</i> | Hadir<br><i>Present</i>           |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                  |
|                                           | Sri Purwanto               | Direktur Keuangan<br><i>Director of Finance</i>                                                    |                                   |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                  |
|                                           | Arifin                     | Direktur Teknik dan Fasilitas<br><i>Director of Engineering and Facilities</i>                     |                                   |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                  |
|                                           | Siti Inda Suri             | Direktur SDM dan Umum<br><i>Director of Human Resources and General Affairs</i>                    |                                   |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                  |
| 10 Agustus 2020<br><i>August 10, 2020</i> | Setia Nurul Milatia Moemin | Direktur Utama<br><i>President Director</i>                                                        | Hadir<br><i>Present</i>           | 1. Evaluasi jadwal rapat Radirwas<br>2. Realisasi SDM bulan Juni<br>3. Realisasi alat produksi bulan Juni<br>4. Hasil Produksi operasional dan kegiatan pengembangan pada setiap segmen<br>5. Penyampaian kegiatan lain-lain<br>6. Penyampaian sisi keuangan | 1. Evaluation of the Radirwas meeting schedule<br>2. HR Realization in June<br>3. Realization of production tools in June<br>4. Production results of operations and development activities in each segment<br>5. Submission of other activities<br>6. Financial side submission |
|                                           | Sandry Pasambuna           | Direktur Komersil dan Pengembangan Usaha<br><i>Director of Commercial and Business Development</i> | Hadir<br><i>Present</i>           |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                  |
|                                           | Sri Purwanto               | Direktur Keuangan<br><i>Director of Finance</i>                                                    | Tidak Hadir<br><i>Not Present</i> |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                  |
|                                           | Arifin                     | Direktur Teknik dan Fasilitas<br><i>Director of Engineering and Facilities</i>                     | Hadir<br><i>Present</i>           |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                  |



| Tanggal<br>Date                     | Peserta<br>Participant     | Jabatan<br>Position                                                                                | Kehadiran<br>Presence   | Agenda                                                                                                                                                                                                                                        | Agenda                                                                                                                                                                                                                                                          |
|-------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     | Siti Inda Suri             | Direktur SDM dan Umum<br><i>Director of Human Resources and General Affairs</i>                    | Hadir<br><i>Present</i> | 7. Upaya-upaya untuk meningkatkan produktivitas perusahaan<br>8. Evaluasi terhadap lulusan MT STTD dan kegiatan Innovation Business Summit BUMN<br>9. Kegiatan DILS<br>10. Rencana pendirian anak perusahaan bersama PT. Transportasi Jakarta | 7. <i>Efforts to increase company productivity</i><br>8. <i>Evaluation of MT STTD graduates and BUMN Innovation Business Summit activities</i><br>9. <i>DILS Activities</i><br>10. <i>The plan to establish a subsidiary with PT. Jakarta Transportation</i>    |
| 24 Agustus 2020<br>August 24, 2020  | Setia Nurul Milatia Moemin | Direktur Utama<br><i>President Director</i>                                                        | Hadir<br><i>Present</i> | 1. Pembahasan Sumber Daya Manusia<br>2. <i>Cash Opname</i> dan <i>Stock Opname</i><br>3. Alat Produksi<br>4. Data Produksi<br>5. Laporan Laba Rugi                                                                                            | 1. <i>Human Resources Discussion</i><br>2. <i>Cash Taking and Stock Taking</i><br>3. <i>Production tools</i><br>4. <i>Production Data</i><br>5. <i>Income statement</i>                                                                                         |
|                                     | Sandry Pasambuna           | Direktur Komersil dan Pengembangan Usaha<br><i>Director of Commercial and Business Development</i> | Hadir<br><i>Present</i> |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                 |
|                                     | Sri Purwanto               | Direktur Keuangan<br><i>Director of Finance</i>                                                    | Hadir<br><i>Present</i> |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                 |
|                                     | Arifin                     | Direktur Teknik dan Fasilitas<br><i>Director of Engineering and Facilities</i>                     | Hadir<br><i>Present</i> |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                 |
|                                     | Siti Inda Suri             | Direktur SDM dan Umum<br><i>Director of Human Resources and General Affairs</i>                    | Hadir<br><i>Present</i> |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                 |
| 22 Oktober 2020<br>October 22, 2020 | Setia Nurul Milatia Moemin | Direktur Utama<br><i>President Director</i>                                                        | Hadir<br><i>Present</i> | 1. Pembahasan penyesuaian rencana strategis dan penyusunan roadmap 2020-2024<br>2. Pembahasan Bisnis Komersial<br>3. Optimalisasi Produk<br>4. Produk berbasis layanan<br>5. Produk berbasis digital                                          | 1. <i>Discussion on the adjustment of the strategic plan and the preparation of the 2020-2024 roadmap</i><br>2. <i>Commercial Business Discussion</i><br>3. <i>Product Optimization</i><br>4. <i>Service based products</i><br>5. <i>Digital based products</i> |
|                                     | Sandry Pasambuna           | Direktur Komersil dan Pengembangan Usaha<br><i>Director of Commercial and Business Development</i> | Hadir<br><i>Present</i> |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                 |
|                                     | Sri Purwanto               | Direktur Keuangan<br><i>Director of Finance</i>                                                    | Hadir<br><i>Present</i> |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                 |

| Tanggal<br>Date | Peserta<br>Participant | Jabatan<br>Position                                                      | Kehadiran<br>Presence | Agenda                                                                                         | Agenda                                                                                     |
|-----------------|------------------------|--------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|                 | Arifin                 | Direktur Teknik dan Fasilitas<br>Director of Engineering and Facilities  | Hadir<br>Present      | 6. Optimalisasi Aset<br>7. Produk berbasis kompetensi<br>8. Peningkatan kapabilitas perusahaan | 6. Asset Optimization<br>7. Competency based products<br>8. Company capability enhancement |
|                 | Siti Inda Suri         | Direktur SDM dan Umum<br>Director of Human Resources and General Affairs | Hadir<br>Present      |                                                                                                |                                                                                            |

## Frekuensi Kehadiran Direksi

## Board of Directors Attendance Frequency

| Nama<br>Name               | Jabatan<br>Position                                                                          | Total Rapat<br>Total Meeting | Total Kehadiran<br>Total Attendance | Presentasi Kehadiran<br>Attendance percentage |
|----------------------------|----------------------------------------------------------------------------------------------|------------------------------|-------------------------------------|-----------------------------------------------|
| Setia Nurul Milatia Moemin | Direktur Utama<br>President of Director                                                      | 6                            | 6                                   | 100%                                          |
| Sandry Pasambuna *         | Direktur Komersial dan Pengembangan Usaha<br>Director of Commercial and Business Development | 6                            | 5                                   | 90%                                           |
| Sri Purwanto               | Direktur Keuangan<br>Director of Finance                                                     | 6                            | 6                                   | 100%                                          |
| Arifin                     | Direktur Teknik dan Fasilitas<br>Director of Engineering and Facilities                      | 6                            | 6                                   | 100%                                          |
| Siti Inda Suri             | Direktur SDM dan Umum<br>Director of Human Resources and General Affairs                     | 6                            | 6                                   | 100%                                          |

\* Mulai menjabat pada 29 Mei 2020.

\* Coming into office on May 29, 2020.



## Rapat Gabungan Dewan Pengawas Dan Direksi

## Joint Meeting of The Board of Supervisory and Board of Directors

| Tanggal<br>Date                                     | Peserta<br>Participants                                                                                                                                                                                                                                           | Kehadiran<br>Presence   | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 22 Januari<br>2020<br><i>January 22,<br/>2020</i>   | Dewan Pengawas:<br><i>Supervisory Board:</i><br>1. Muhammad Salim<br>2. Musyafaur<br>Rahman<br>3. Teguh Pristiwanto<br>4. Yudi Yudhawan<br><br>Direksi:<br><i>Board of Directors:</i><br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri | Hadir<br><i>Present</i> | 1. Pembahasan Laporan Kinerja bulan Desember 2019<br>2. Usulan Senior Manajer Sekretariat Perusahaan<br>3. Kredit <i>Refinancing</i> Bank BRI Agro<br><br><i>1. Discussion on the December 2019 Performance Report</i><br><i>2. Proposal for Senior Manager of Corporate Secretariat</i><br><i>3. Bank Refinancing Credit BRI Agro</i>                                                                                                                                                                  |
| 27 Februari<br>2020<br><i>February 27,<br/>2020</i> | Dewan Pengawas:<br><i>Supervisory Board:</i><br>1. Muhammad Salim<br>2. Teguh Pristiwanto<br>3. Yudi Yudhawan<br><br>Direksi:<br><i>Board of Directors:</i><br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri                           | Hadir<br><i>Present</i> | 1. Pembahasan Kinerja Bulan Januari 2020<br>2. Hal-hal lain yang dianggap perlu<br><br><i>1. Discussion on January 2020 Performance</i><br><i>2. Other things deemed necessary</i>                                                                                                                                                                                                                                                                                                                      |
| 31 Maret 2020<br><i>March 31, 2020</i>              | Dewan Pengawas:<br><i>Supervisory Board:</i><br>1. Muhammad Salim<br>2. Teguh Pristiwanto<br>3. Yudi Yudhawan<br><br>Direksi:<br><i>Board of Directors:</i><br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri                           | Hadir<br><i>Present</i> | 1. SDM, alat produksi<br>2. Pendapatan, dan laba rugi<br>3. Laporan arus kas dan laporan keuangan<br>4. <i>Capital Expenditure</i> dan Rasio Keuangan<br>5. <i>Highlight</i> per Segmen<br>6. Status Armada dan Perawatan<br><br><i>1. HR, production tools</i><br><i>2. Income, and profit and loss</i><br><i>3. Cash flow statements and financial statements</i><br><i>4. Capital Expenditure and Financial Ratios</i><br><i>5. Highlights per Segment</i><br><i>6. Fleet Status and Maintenance</i> |
| 28 April 2020<br><i>April 28, 2020</i>              | Dewan Pengawas:<br><i>Supervisory Board:</i><br>1. Muhammad Salim<br>2. Musyafaur<br>Rahman<br>3. Teguh Pristiwanto<br>4. Yudi Yudhawan                                                                                                                           | Hadir<br><i>Present</i> | 1. SDM, alat produksi<br>2. Pendapatan, dan laba rugi<br>3. Laporan arus kas dan laporan keuangan<br>4. <i>Capital Expenditure</i> dan Rasio Keuangan<br>5. <i>Highlight</i> per Segmen<br>6. Status Armada dan Perawatan                                                                                                                                                                                                                                                                               |

| Tanggal<br>Date                    | Peserta<br>Participants                                                                                                                                                                                                                              | Kehadiran<br>Presence | Agenda<br>Agenda                                                                                                                                                                                                            |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    | Direksi:<br>Board of Directors:<br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri                                                                                                                                          | Hadir<br>Present      | 1. HR, production tools<br>2. Income, and profit and loss<br>3. Cash flow statements and financial statements<br>4. Capital Expenditure and Financial Ratios<br>5. Highlights per Segment<br>6. Expenditure and Maintenance |
| 27 Mei 2020<br>May 27, 2020        | Dewan Pengawas:<br>Supervisory Board:<br>1. Muhammad Salim<br>2. Yudi Yudhawan<br><br>Direksi:<br>Board of Directors:<br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri                                                    | Hadir<br>Present      | 1. Pembahasan Kinerja Bulan April 2020<br>2. Hal-hal lain yang dianggap perlu<br>1. Discussion on April 2020 Performance<br>2. Other things deemed necessary                                                                |
| 2 Juli 2020<br>July 2, 2020        | Dewan Pengawas:<br>Supervisory Board:<br>1. Muhammad Salim<br>2. Teguh Pristiawanto<br>3. Yudi Yudhawan<br><br>Direksi:<br>Board of Directors:<br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri<br>5. Sandry<br>Pasambuna | Hadir<br>Present      | 1. Pembahasan Kinerja Bulan Mei 2020<br>2. Hal-hal lain yang dianggap perlu<br>1. Discussion on May 2020 Performance<br>2. Other things deemed necessary                                                                    |
| 10 Agustus 2020<br>August 10, 2020 | Dewan Pengawas:<br>Supervisory Board:<br>1. Muhammad Salim<br>2. Teguh Pristiawanto<br>3. Yudi Yudhawan<br><br>Direksi:<br>Board of Directors:<br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri<br>5. Sandry<br>Pasambuna | Hadir<br>Present      | 1. Pembahasan Kinerja Bulan Juni 2020<br>2. Hal-hal lain yang dianggap perlu<br>1. Discussion on June 2020 Performance<br>2. Other things deemed necessary                                                                  |



| <b>Tanggal</b><br><i>Date</i>                  | <b>Peserta</b><br><i>Participants</i>                                                                                                                                                                                                                                             | <b>Kehadiran</b><br><i>Presence</i> | <b>Agenda</b><br><i>Agenda</i>                                                                                                                                                     |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 27 Agustus 2020<br><i>August 27, 2020</i>      | Dewan Pengawas:<br><i>Supervisory Board:</i><br>1. Muhammad Salim<br>2. Teguh Pristiwanto<br>3. Yudi Yudhawan<br><br>Direksi:<br><i>Board of Directors:</i><br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri<br>5. Sandry Pasambuna                    | Hadir<br><i>Present</i>             | 1. Pembahasan Kinerja Bulan Juli 2020<br>2. Hal-hal lain yang dianggap perlu<br><i>1. Discussion on July 2020 Performance</i><br><i>2. Other things deemed necessary</i>           |
| 29 September 2020<br><i>September 29, 2020</i> | Dewan Pengawas:<br><i>Supervisory Board:</i><br>1. Muhammad Salim<br>2. Teguh Pristiwanto<br>3. Yudi Yudhawan<br>4. Yuli Harsono<br><br>Direksi:<br><i>Board of Directors:</i><br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri<br>5. Sandry Pasambuna | Hadir<br><i>Present</i>             | 1. Pembahasan Kinerja Bulan Agustus 2020<br>2. Hal-hal lain yang dianggap perlu<br><i>1. Discussion on August 2020 Performance</i><br><i>2. Other things deemed necessary</i>      |
| 26 Oktober 2020<br><i>October 26, 2020</i>     | Dewan Pengawas:<br><i>Supervisory Board:</i><br>1.<br>2.<br>3.<br>4.<br><br>Direksi:<br><i>Board of Directors:</i><br>1.<br>2.<br>3.<br>4.<br>5.                                                                                                                                  |                                     | 1. Pembahasan Kinerja Bulan September 2020<br>2. Hal-hal lain yang dianggap perlu<br><i>1. Discussion on September 2020 Performance</i><br><i>2. Other things deemed necessary</i> |
| 25 November 2020<br><i>November 25, 2020</i>   | Dewan Pengawas:<br><i>Supervisory Board:</i><br>1. Muhammad Salim<br>2. Teguh Pristiwanto<br>3. Yudi Yudhawan<br>4. Yuli Harsono                                                                                                                                                  | Hadir<br><i>Present</i>             | 1. Pembahasan Kinerja Bulan Oktober 2020<br>2. Hal-hal lain yang dianggap perlu<br><i>1. Discussion on October 2020 Performance</i><br><i>2. Other things deemed necessary</i>     |

| Tanggal<br><i>Date</i>                       | Peserta<br><i>Participants</i>                                                                                                                                                                                                                                                                  | Kehadiran<br><i>Presence</i>   | Agenda<br><i>Agenda</i>                                                                                                                                                          |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                              | <b>Direksi:</b><br><i>Board of Directors:</i><br>1. Arifin<br>2. Sri Purwanto<br>3. Siti Inda Suri<br>4. Sandry Pasambuna                                                                                                                                                                       | <b>Hadir</b><br><i>Present</i> |                                                                                                                                                                                  |
| 23 Desember 2020<br><i>December 23, 2020</i> | <b>Dewan Pengawas:</b><br><i>Supervisory Board:</i><br>1. Muhammad Salim<br>2. Teguh Pristiwanto<br>3. Yudi Yudhawan<br>4. Yuli Harsono<br><br><b>Direksi:</b><br><i>Board of Directors:</i><br>1. Setia N. Milatia<br>2. Arifin<br>3. Sri Purwanto<br>4. Siti Inda Suri<br>5. Sandry Pasambuna | <b>Hadir</b><br><i>Present</i> | 1. Pembahasan Kinerja Bulan November 2020<br>2. Hal-hal lain yang dianggap perlu<br><i>1. Discussion on November 2020 Performance</i><br><i>2. Other things deemed necessary</i> |



## Frekuensi Kehadiran Rapat

## Frequency of Joint Meeting Attendance

| Nama<br>Name                      | Jabatan<br>Position                                                                                | Total Rapat yang<br>Harus Dihadiri<br>Total Meetings To<br>Attend | Total<br>Kehadiran<br>Total<br>attendance | Persentase<br>Kehadiran<br>Attendance<br>percentage |
|-----------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------|-----------------------------------------------------|
| <b>Muhammad Salim</b>             | Ketua Dewan Pengawas<br><i>Chairman Of The Supervisory Board</i>                                   | 12                                                                | 00                                        | 00                                                  |
| <b>Teguh Pristiwanto</b>          | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>                                          | 12                                                                | 00                                        | 00                                                  |
| <b>Yudi Yudhawan</b>              | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>                                          | 12                                                                | 00                                        | 00                                                  |
| <b>Musyafaur Rahman*</b>          | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>                                          | 12                                                                | 00                                        | 00                                                  |
| <b>Yuli Harsono**</b>             | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>                                          | 12                                                                | 00                                        | 00                                                  |
| <b>Setia Nurul Milatia Moemin</b> | Direktur Utama<br><i>President Director</i>                                                        | 12                                                                | 00                                        | 00                                                  |
| <b>Sandry Pasambuna ***</b>       | Direktur Komersial dan Penembangan Usaha<br><i>Director of Commercial and Business Development</i> | 12                                                                | 00                                        | 00                                                  |
| <b>Sri Purwanto</b>               | Direktur Keuangan<br><i>Director of Finance</i>                                                    | 12                                                                | 00                                        | 00                                                  |
| <b>Arifin</b>                     | Direktur Teknik dan Fasilitas<br><i>Director of Technical and Facilities</i>                       | 12                                                                | 00                                        | 00                                                  |
| <b>Siti Inda Suri</b>             | Direktur SDM dan Umum<br><i>Director of Human Capital and General</i>                              | 12                                                                | 00                                        | 00                                                  |

\* Menjabat sampai dengan 31 Agustus 2020.

\*\* Mulai menjabat pada tanggal 31 Agustus 2020.

\*\*\* Mulai menjabat pada tanggal 29 Mei 2020.

\* Served until August 31, 2020.

\*\* Coming into office on August 31, 2020.

\*\*\* Coming into office on May 29, 2020.

## Hubungan Afiliasi Antara Anggota Dewan Pengawas, Direksi, dan Pemegang Saham Utama dan/atau Pengendali

## Affiliated Relationship Between Members of The Supervisory Board, The Board of Directors, and Main and/or Controlling Shareholders

### Hubungan Afiliasi Dewan Pengawas

### Board of Supervisory Affiliate Relations

Tabel Hubungan Afiliasi Dewan Pengawas  
Supervisory Board Affiliate Relationship Table

| Nama<br>Name               | Jabatan<br>Position                                              | Hubungan Afiliasi dengan<br>Affiliation with |                                     |                                                       |
|----------------------------|------------------------------------------------------------------|----------------------------------------------|-------------------------------------|-------------------------------------------------------|
|                            |                                                                  | Direksi<br>Director                          | Dewan Pengawas<br>Supervisory Board | Pemilik Modal /Pengendali<br>Capital Owner/Controller |
| <b>Muhammad Salim</b>      | Ketua Dewan Pengawas<br><i>Chairman Of The Supervisory Board</i> | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |
| <b>Edy Cahyono*</b>        | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |
| <b>Musyafaur Rahman</b>    | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |
| <b>Teguh Pristiwanto**</b> | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |
| <b>Yudi Yudhawan***</b>    | Anggota Dewan Pengawas<br><i>Supervisory Board Member</i>        | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |

\* Menjabat sampai dengan 13 September 2019.

\*\* Mulai menjabat pada tanggal 8 Mei 2019.

\*\*\* Mulai menjabat pada tanggal 13 September 2019.

\* Served until September 13, 2019.

\*\* Coming into office on May 8, 2019.

\*\*\* Coming into office on September 13, 2019.





## Hubungan Afiliasi Anggota Direksi

## Directors Affiliate Relations

Tabel Hubungan Afiliasi Direksi  
Directors Affiliate Relationship Table

| Nama<br>Name                          | Jabatan<br>Position                                                                                                       | Hubungan Afiliasi dengan<br>Affiliation with |                                     |                                                       |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------|-------------------------------------------------------|
|                                       |                                                                                                                           | Direksi<br>Director                          | Dewan Pengawas<br>Supervisory Board | Pemilik Modal /Pengendali<br>Capital Owner/Controller |
| <b>Setia Nurul<br/>Milatia Moemin</b> | Direktur Utama (Dirut)<br><i>President Director</i>                                                                       | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |
| <b>Sandry<br/>Pasambuna*</b>          | Direktur Komersial<br>dan Penembangan<br>Usaha (Dirkom)<br><i>Director of Commercial<br/>and Business<br/>Development</i> | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |
| <b>Sri Purwanto**</b>                 | Direktur Keuangan<br>(Dirkeu)<br><i>Director of Finance</i>                                                               | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |
| <b>Joni Prasetyanto<br/>***</b>       | Direktur Keuangan<br>dan Manajemen<br>Risiko<br><i>Director of Finance<br/>and Risk Management</i>                        | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |
| <b>Arifin</b>                         | Direktur Teknik dan<br>Fasilitas (Dirtek)<br><i>Director of<br/>Engineering and<br/>Facility Director</i>                 | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |
| <b>Siti Inda Suri</b>                 | Direktur SDM dan<br>Umum (Dirsum)<br><i>Director of Human<br/>Resources and<br/>General Affairs</i>                       | Tidak<br>No                                  | Tidak<br>No                         | Tidak<br>No                                           |

\* Mulai menjabat pada tanggal 29 Mei 2020.

\*\*Menjabat sampai dengan 7 Januari 2021.

\*\*\* Mulai menjabat pada tanggal 7 Januari 2021.

\* Coming into office on May 29, 2020.

\*\* served until January January 7, 2021.

\*\*\* Coming into office on January 7, 2021.

Hubungan Pemegang Saham Utama  
dan/atau Pengendali

Sampai dengan tanggal 31 Desember 2020 DAMRI 100% dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian Pemegang Saham Utama dan Pengendali DAMRI adalah Pemerintah Republik Indonesia.

Main Shareholders and/or  
Controlling Relations

As of December 31, 2020 DAMRI is 100% owned by the Government of the Republic of Indonesia. Therefore, the Major and Controlling Shareholder of DAMRI is the Government of the Republic of Indonesia.

## Organ Penunjang Dewan Pengawas *Supervisory Board Supporting Organs*

### Sekretaris Dewan Pengawas

Dewan Pengawas DAMRI dibantu oleh Sekretaris Dewan Pengawas yang berasal dari luar Perusahaan, yang diangkat dan diberhentikan oleh serta bertanggung jawab kepada Dewan Pengawas. Sekretaris Dewan Pengawas DAMRI bertugas untuk melaksanakan tugas kesekretariatan dari Dewan Pengawas. Dewan Pengawas dapat membentuk Sekretariat Dewan Pengawas yang dipimpin oleh seorang Sekretaris Dewan Pengawas yang bertugas membantu kelancaran kegiatan administrasi pelaksanaan tugas dan tanggung jawab Dewan Pengawas.

### Tugas Dan Tanggung Jawab Sekretaris Dewan Pengawas

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Pengawas.
2. Membuat risalah rapat Dewan Pengawas sesuai ketentuan anggaran dasar Perusahaan.
3. Mengadministrasikan dokumen Dewan Pengawas, baik surat masuk, surat keluar, risalah rapat, maupun dokumen lainnya.
4. Menyusun rancangan Rencana Kerja dan Anggaran Dewan Pengawas.
5. Menyusun rancangan laporan-laporan Dewan Pengawas.
6. Melaksanakan tugas lain dari Dewan Pengawas.

### Profil Sekretaris Dewan Pengawas

|                                                     |                                                                                                                                             |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Nama<br><i>Name</i>                                 | Prabowo                                                                                                                                     |
| Jabatan<br><i>Position</i>                          | Sekretaris Dewan Pengawas<br><i>Supervisory Board Secretary</i>                                                                             |
| Periode Jabatan<br><i>Term of Office</i>            | 2019 -2021                                                                                                                                  |
| Riwayat Pendidikan<br><i>Educational Background</i> | D3 Manajemen Keuangan dan Perbankan<br>STIE Jayakarta (2010)<br><i>Financial Management and Banking Vocational at STIE Jayakarta (2010)</i> |
| Pengalaman Kerja<br><i>Work Experience</i>          | Staf Keuangan di Kementerian BUMN<br>(2013-sekarang)<br><i>Finance Staff at Ministry of SOEs (2013-present)</i>                             |

### Secretary Of The Supervisory Board

*The Supervisory Board of DAMRI is assisted by the Secretary of the Supervisory Board who comes from outside the Company, who is appointed and dismissed by and is responsible to the Supervisory Board. The Secretary of the DAMRI Supervisory Board is in charge of carrying out the secretarial duties of the Supervisory Board. The Supervisory Board may establish a Secretariat of the Supervisory Board which is led by a Secretary of the Supervisory Board whose task is to assist the smooth running of administrative activities in the implementation of the duties and responsibilities of the Supervisory Board.*

### Duties and Responsibilities of The Secretary of The Supervisory Board

1. *Preparing the meeting, including the meeting materials (briefing sheet) of the Supervisory Board.*
2. *Making minutes of the Supervisory Board meeting in accordance with the provisions of the Company's articles of association.*
3. *Administering Supervisory Board documents, both incoming letters, outgoing letters, minutes of meetings, and other documents.*
4. *Drafting the Work Plan and Budget of the Supervisory Board.*
5. *Drafting the reports of the Supervisory Board.*
6. *6. Carry out other duties of the Supervisory Board*

### Supervisory Board Secretary Profile



## Pelaksanaan Tugas Sekretaris Dewan Pengawas

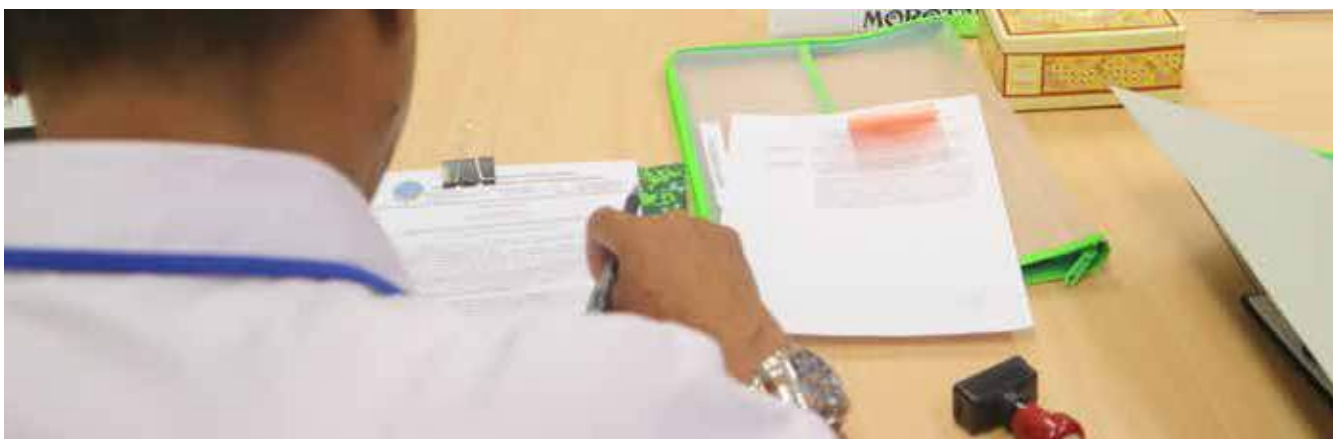
Sekretaris Dewan Pengawas dengan didukung staf Sekretariat Dewan Pengawas telah menyusun pokok-pokok program kerja tahun 2020 dengan realisasi antara lain sebagai berikut:

1. Menyiapkan bahan rapat, menyusun risalah rapat, dan mengadministrasikan dengan tertib penyelenggaraan Rapat Dewan Pengawas, Rapat Komite-komite di bawah Dewan Pengawas, dan Rapat Gabungan Dewan Pengawas dengan Direksi.
2. Memberikan masukan dan informasi kepada Dewan Pengawas atas hal-hal yang menjadi perhatian Dewan Pengawas, antara lain terkait kebijakan dan strategi Direksi dalam rangka mencapai sasaran strategis dalam RKAP tahun 2020.
3. Bekerjasama dengan Komite-komite di bawah Dewan Pengawas dalam pemenuhan kewajiban-kewajiban Dewan Pengawas, termasuk laporan Dewan Pengawas kepada Pemilik Modal.
4. Mengkoordinasikan penyelenggaraan kunjungan kerja Dewan Pengawas dan Komite-komite di bawah Dewan Pengawas.
5. Mengadministrasikan korespondensi Dewan Pengawas dan Komite-komite di bawah Dewan Pengawas, termasuk menyusun konsep persetujuan Dewan Pengawas atas hal-hal yang diusulkan Direksi untuk dimintakan persetujuan Dewan Pengawas.
6. Mengkoordinasikan keikutsertaan Dewan Pengawas dan Komite-komite di bawah Dewan Pengawas dalam pelatihan/seminar/kegiatan pengembangan kompetensi lainnya sesuai dengan bidang pengawasan masing-masing anggota Dewan Pengawas/Komite.
7. Bekerjasama dengan Sekretaris Perusahaan untuk menyiapkan program orientasi bagi anggota Dewan Pengawas yang baru.
8. Melaksanakan tugas lain untuk mendukung kelancaran tugas pengawasan dan pemberian nasihat yang dilakukan oleh Dewan Pengawas.

## Implementation of The Tasks of The Secretary of The Supervisory Board

*The Secretary of the Supervisory Board, supported by the staff of the Secretariat of the Supervisory Board, has compiled the main points of the 2020 work program with the following realizations:*

1. *Preparing meeting materials, compiling minutes of meetings, and administering in an orderly manner the holding of the Meetings of the Supervisory Board, Meetings of Committees under the Supervisory Board, and Joint Meetings of the Supervisory Board and the Board of Directors.*
2. *Provide input and information to the Supervisory Board on matters of concern to the Supervisory Board, among others related to the policies and strategies of the Board of Directors in order to achieve the strategic goals in the 2020 RKAP.*
3. *Cooperate with the Committees under the Supervisory Board in fulfilling the obligations of the Supervisory Board, including the Supervisory Board's report to the Capital Owners.*
4. *Coordinate the implementation of working visits of the Supervisory Board and the Committees under the Supervisory Board.*
5. *Administering correspondence between the Supervisory Board and the Committees under the Supervisory Board, including drafting the approval of the Supervisory Board on matters proposed by the Board of Directors for approval from the Supervisory Board.*
6. *Coordinate the participation of the Supervisory Board and the Committees under the Supervisory Board in training/seminars/other competency development activities in accordance with the supervisory area of each member of the Supervisory Board/Committee.*
7. *Collaborate with the Corporate Secretary to prepare an orientation program for new members of the Supervisory Board.*
8. *Carry out other duties to support the smooth running of the supervisory and advisory duties carried out by the Supervisory Board.*



## Komite Di Bawah Dewan Pengawas

Pada tahun 2020, Dewan Pengawas dibantu 2 (dua) Komite, yaitu Komite Audit dan Komite Pemantau Manajemen Risiko yang dibentuk dan diberhentikan oleh Dewan Pengawas dan dilaporkan kepada Rapat Pembahasan Bersama (RPB). Masa tugas anggota Komite tidak boleh lebih lama dari masa jabatan Dewan Pengawas sesuai ketentuan dalam Anggaran Dasar Perusahaan dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya. Komite bersifat independen dan mandiri, baik dalam pelaksanaan tugasnya maupun dalam pelaporan, serta bertanggung jawab langsung kepada Dewan Pengawas.

## Committees Under The Board of Supervisory

*In 2020, the Supervisory Board is assisted by 2 (two) Committees, namely the Audit Committee and the Risk Management Monitoring Committee which were formed and dismissed by the Supervisory Board and reported to the Joint Discussion Meeting (RPB). The term of office of the Committee members may not be longer than the term of office of the Supervisory Board in accordance with the provisions in the Company's Articles of Association and may be re-elected only for the next 1 (one) term. The Committee is independent and independent, both in carrying out its duties and in reporting, and is directly responsible to the Supervisory Board.*



## Komite Audit Audit Committee

### Dasar Pembentukan Komite Audit

Komite Audit DAMRI membantu Dewan Pengawas dalam menjalankan tugas dan fungsi pengawasan atas hal-hal yang terkait dengan kualitas informasi keuangan, sistem pengendalian internal, efektivitas pemeriksaan auditor eksternal dan internal, efektivitas pelaksanaan manajemen risiko serta kepatuhan terhadap peraturan perundang-undangan yang berlaku.

### Tugas dan Tanggung Jawab Komite Audit

Sesuai dengan Piagam Komite Audit, tugas dan tanggung jawab Komite Audit meliputi antara lain:

1. Melakukan *review* atas perencanaan audit Divisi Audit Intern.
2. Melakukan *review* atas pelaksanaan audit yang dilakukan Divisi Audit Intern untuk memastikan bahwa audit telah dilaksanakan sesuai rencana dan supervisi audit telah dilakukan secara memadai untuk menjamin mutu pelaksanaan audit.
3. Melakukan *review* atas pelaporan Divisi Audit Intern.

### Basis For Establishing The Audit Committee

*The DAMRI Audit Committee assists the Supervisory Board in carrying out its duties and supervisory functions on matters related to the quality of financial information, internal control systems, effectiveness of external and internal auditor examinations, effectiveness of risk management implementation and compliance with applicable laws and regulations.*

### Duties and Responsibilities of The Audit Committee

*In accordance with the Audit Committee Charter, the duties and responsibilities of the Audit Committee include, among others:*

1. *Conduct a review of the Internal Audit Division's audit plan.*
2. *Reviewing the audit implementation conducted by the Internal Audit Division to ensure that the audit has been carried out according to the plan and that audit supervision has been carried out adequately to ensure the quality of the audit implementation.*
3. *Conduct a review of the Internal Audit Division's reporting.*



4. Melakukan penilaian atas tindak lanjut hasil audit untuk kemudian mengambil langkah langkah yang diperlukan dalam laporan Divisi Audit Intern tidak ditindaklanjuti.
5. Melakukan komunikasi secara periodik dengan Divisi Audit Intern.
6. Melakukan penelaahan atas kualitas informasi keuangan yang akan dikeluarkan oleh Perusahaan.

4. Conducting an assessment of the follow-up to the audit results and then taking the necessary steps in the Internal Audit Division report not being followed up.
5. Communicating periodically with the Internal Audit Division.
6. Reviewing the quality of financial information to be issued by the Company.

## Piagam Komite Audit

Piagam Komite Audit (*Audit Committee Charter*) DAMRI ditetapkan berdasarkan Surat Keputusan Dewan Pengawas No. 01/DP/11/2015 tanggal 10 Februari 2015 tentang Penetapan Draft Piagam Komite Audit Menjadi Piagam Komite Audit Perusahaan Umum (Perum) DAMRI.



## Audit Committee Charter

DAMRI's Audit Committee Charter was established based on the Decree of the Supervisory Board No. 01/DP/11/2015 dated February 10, 2015 regarding the Stipulation of the Draft Audit Committee Charter to become the Audit Committee Charter for DAMRI Public Companies (Perum).

## Wewenang Komite Audit

Tugas Komite Audit adalah memberikan pendapat profesional yang independen kepada Dewan Pengawas terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Pengawas serta mengidentifikasi hal-hal yang merupakan perhatian Dewan Pengawas, yang antara lain meliputi:

1. Menilai pelaksanaan kegiatan perusahaan yang dilakukan manajemen serta menilai pelaksanaan pemeriksaan/pemantauan yang dilakukan oleh Divisi Audit Intern (SPI), maupun auditor eksternal sehingga dapat dicegah pelaksanaan dan pelaporan yang tidak memenuhi standar dan ketentuan yang ada.
2. Memberikan rekomendasi mengenai penyempurnaan sistem manajemen Perusahaan dan pelaksanaan serta hasil penilaiannya.
3. Memastikan bahwa Laporan Keuangan dan hasil pemeriksaan/pemantauan pelaksanaan kegiatan Perusahaan serta informasi lainnya yang disampaikan kepada Pemilik Modal telah dilaksanakan sesuai dengan pedoman dan ketentuan lain yang ada.
4. Mengidentifikasi hal-hal yang memerlukan perhatian Dewan Pengawas.
5. Melaksanakan tugas lain yang diberikan oleh Dewan Pengawas sepanjang masih dalam lingkup tugas dan kewajiban Dewan Pengawas berdasar ketentuan peraturan perundang-undangan yang berlaku.

## Authority of The Audit Committee

The task of the Audit Committee is to provide an independent professional opinion to the Supervisory Board on reports or matters submitted by the Board of Directors to the Supervisory Board and identify matters that are of concern of the Supervisory Board, which include:

1. Assessing the implementation of company activities carried out by management and assessing the implementation of inspection/monitoring carried out by the Internal Audit Division (SPI), as well as external auditors so that implementation and reporting that does not meet existing standards and regulations can be prevented.
2. Provide recommendations regarding the improvement of the Company's management system and its implementation as well as the results of its assessment.
3. Ensure that the Financial Statements and the results of the inspection/monitoring of the Company's activities as well as other information submitted to the Capital Owners have been carried out in accordance with existing guidelines and other provisions.
4. Identify matters that require the attention of the Supervisory Board.
5. Carry out other tasks assigned by the Supervisory Board as long as it is still within the scope of duties and obligations of the Supervisory Board based on the provisions of the applicable laws and regulations.

## Penilaian Kinerja Komite Audit Oleh Dewan Pengawas

Selama tahun 2020, Dewan Pengawas menilai bahwa Komite Audit telah menjalankan tugas dan tanggung jawabnya dengan baik sesuai dengan yang disebutkan dalam Piagam Komite Audit.

## Struktur, Keanggotaan, dan Keahlian Komite Audit

Sampai dengan berakhirnya tahun buku 2020 pada 31 Desember 2020, susunan anggota Komite Audit Perusahaan adalah sebagai berikut:

| Nama<br>Name          | Jabatan<br>Position                               | SK Penetapan<br>Decision Letter of Determination | Keahlian<br>Expertise                 | Keterangan<br>Information             |
|-----------------------|---------------------------------------------------|--------------------------------------------------|---------------------------------------|---------------------------------------|
| Yudi Yudhawan         | Ketua Komite Audit<br>Audit Committee Chairman    | SK-12/DP/IX/2019                                 | Audit<br>Audit                        | Dewan Pengawas<br>Supervisory Board   |
| Sofyan Bantasyam      | Anggota Komite Audit<br>Member Of Audit Committee | SK-04/DP/VIII/2018                               | Akuntansi, Audit<br>Accounting, Audit | Pihak Independen<br>Independent Party |
| Fitriansyah Monasfaly | Anggota Komite Audit<br>Member Of Audit Committee | SK-01/DP/III/2019                                | Akuntansi, Audit<br>Accounting, Audit | Pihak Independen<br>Independent Party |

## Performance Assessment of The Audit Committee By The Board of Supervisory

During 2020, the Supervisory Board considered that the Audit Committee had carried out its duties and responsibilities well as stated in the Audit Committee Charter.

## Structure, Membership and Expertise of The Audit Committee

Until the end of the financial year 2020 on December 31, 2020, the composition of the members of the Company's Audit Committee is as follows:

### Profil Komite Audit

#### Ketua Komite Audit

Chairman of the Audit Committee

#### Yudi Yudhawan

(Profil dapat dilihat pada bagian profil Dewan Pengawas pada Laporan Tahunan 2020)

(Profile can be seen in the profile section of the Supervisory Board in the 2020 Annual Report)

#### Anggota Komite Audit

Audit Committee Member

#### Sofyan Bantasyam

Beliau memperoleh gelar Sarjana (S1) Fakultas Ekonomi dari Universitas Syiah Kuala dan Magister Manajemen (S2) dari Sekolah Tinggi Ilmu Ekonomi IPWI. Sebelum menjabat sebagai Anggota Komite Audit, beliau menjabat sebagai Dosen Fakultas Ekonomi dan Bisnis Universitas Indonesia (2010), Direktorat Sistem Perbendaharaan-DJPBN (2005-2010), Anggota Komite Audit PT Jiwasraya (2003-2005), Badan Informasi dan Teknologi Keuangan Departemen Keuangan (2001-2004), Badan Pelayanan Kemudahan Ekspor-Impor Departemen Keuangan (1995-2001), Deputy Pengawasan Perminyakan dan Gas Bumi-BPKP (1993-1995), Deputy Bidang Perencanaan dan Analisa BPKP (1992-1993), diperbantukan pada Dirjen Pajak Departemen Keuangan (1988-1991), dan Deputy Bidang Perencanaan dan Analisa BPKP (1984-1988).

He obtained a Bachelor's degree (S1) from the Faculty of Economics from Syiah Kuala University and a Masters in Management (S2) from the IPWI School of Economics. Prior to serving as a Member of the Audit Committee, he served as a Lecturer in the Faculty of Economics and Business, University of Indonesia (2010), Directorate of Treasury Systems-DJPBN (2005-2010), Member of the Audit Committee of PT Jiwasraya (2003-2005), Financial Information and Technology Agency, Ministry of Finance (2001-2004), Ministry of Finance's Export-Import Service Agency (1995-2001), Deputy for Oil and Gas Supervision-BPKP (1993-1995), Deputy for Planning and Analysis of BPKP (1992-1993), seconded to the Director General of Taxes Ministry of Finance (1988-1991), and Deputy for Planning and Analysis of BPKP (1984-1988).



## Fitriansyah Monasfaly

Beliau memperoleh gelar Diploma 3 (D3) Akuntansi dari Sekolah Tinggi Akuntansi Negara (1997) dan Diploma 4 (D4) Akuntansi dari Sekolah Tinggi Akuntansi Negara (2002). Selain menjabat sebagai Anggota Komite Audit DAMRI, beliau juga menjabat sebagai Direktur Utama PT Positive Management. Sebelum menjabat sebagai Anggota Komite Audit, beliau menjabat sebagai Anggota Komite Audit Lembaga Penerbangan Indonesia (AirNav Indonesia) (2013-2018), Direktur Keuangan PT Nusautama Medicalindo (2008-2010), Direktur dan Manager Keuangan PT Columbia Medical System Indonesia (2008-2010), Akuntan Badan Pengawasan Keuangan dan Pembangunan (BPKP) (2004-2006), Analis Sistem dan Programmer BPKP (2003-2004), dan akuntan pada BPKP (1997-2003).



He obtained a Diploma 3 (D3) in Accounting from the State College of Accountancy (1997) and a Diploma 4 (D4) in Accounting from the State College of Accountancy (2002).

In addition to serving as a Member of the DAMRI Audit Committee, he also serves as the President Director of PT Positive Management. Prior to serving as a Member of the Audit Committee, he served as Member of the Audit Committee of the Indonesian Aviation Institute (AirNav Indonesia) (2013-2018), Finance Director of PT Nusautama Medicalindo (2008-2010), Director and Finance Manager of PT Columbia Medical System Indonesia (2008-2010), Accountant for the Financial and Development Supervisory Agency (BPKP) (2004-2006), BPKP System Analyst and Programmer (2003-2004), and accountant at BPKP (1997-2003).

## Independensi Anggota Komite Audit

Seluruh Anggota Komite Audit yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan Dewan Pengawas, Direksi, dan/atau sesama anggota Komite, atau hubungan dengan Perusahaan, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

## Independence of Audit Committee Members

All members of the Audit Committee who come from independent parties have no financial, management, share ownership, and/or family relationship with the Supervisory Board, Board of Directors, and/or fellow members of the Committee, or relationship with the Company, which may affect their ability to act independently.

Tabel Independensi Anggota Komite Audit

Independence of Audit Committee Members Table

| Aspek Independensi<br><i>Independence Aspect</i>                                                                                                                                                                                                 | Yudi<br>Yudhawan | Sofyan<br>Bantasyam | Fitriansyah<br>Monasfaly |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|--------------------------|
| Tidak memiliki hubungan keuangan dengan Dewan Pengawas dan Direksi<br><i>Has no financial relationship with the Supervisory Board and the Board of Directors</i>                                                                                 | ✓                | ✓                   | ✓                        |
| Tidak memiliki hubungan kepengurusan di Perusahaan, anak perusahaan, maupun perusahaan afiliasi<br><i>Does not have a management relationship in the Company, subsidiaries, or affiliated companies</i>                                          | ✓                | ✓                   | ✓                        |
| Tidak memiliki hubungan kepemilikan saham di Perusahaan<br><i>Does not have a share ownership relationship in the Company</i>                                                                                                                    | ✓                | ✓                   | ✓                        |
| Tidak memiliki hubungan keluarga dengan Dewan Pengawas, Direksi, dan/atau sesama anggota Komite Audit<br><i>Does not have a family relationship with the Supervisory Board, Board of Directors, and/or fellow members of the Audit Committee</i> | ✓                | ✓                   | ✓                        |
| Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah<br><i>Do not serve as administrators of political parties, officials, and government</i>                                                                                 | ✓                | ✓                   | ✓                        |

# Komite Pemantau Manajemen Risiko (KPMR)

## *Risk Management Monitoring Committee (KPMR)*

### Dasar Pembentukan Komite Pemantau Manajemen Risiko

Komite Pemantau Manajemen Risiko dibentuk untuk membantu pelaksanaan tugas dan fungsi Dewan Pengawas dalam memantau secara berkala dan merekomendasikan perbaikan terhadap manajemen risiko yang dilaksanakan dan dikembangkan oleh Perusahaan.

### Tugas Dan Tanggung Jawab Komite Pemantau Manajemen Risiko

1. Melakukan monitoring dan evaluasi pelaksanaan manajemen risiko.
2. Melakukan monitoring dan evaluasi pelaksanaan *Risk Appetite* korporat.
3. Evaluasi dan rekomendasi dalam setiap pelaksanaan investasi dalam RKAP melalui pengendalian anggaran.
4. Monitoring dan evaluasi serta mengkaji pengembangan sistem informasi dan komunikasi DAMRI.

### Piagam Komite Pemantau Manajemen Risiko

Piagam Komite Pemantau Manajemen Risiko (KPMR) ditetapkan oleh DAMRI pada 30 Juni 2013.

### Penilaian Kinerja Komite Pemantau Manajemen Risiko Oleh Dewan Pengawas

Selama tahun 2020, Dewan Pengawas menilai bahwa Komite Pemantau Manajemen Risiko telah menjalankan tugas dan tanggung jawabnya dengan baik sesuai dengan Piagam Komite Pemantauan Manajemen Risiko.

### *Basis For Establishing The Risk Management Monitoring Committee*

*The Risk Management Monitoring Committee was formed to assist the implementation of the duties and functions of the Supervisory Board in periodically monitoring and recommending improvements to risk management implemented and developed by the Company.*

### *Duties and Responsibilities of The Risk Management Monitoring Committee*

1. *Monitoring and evaluating the implementation of risk management.*
2. *Monitoring and evaluating the implementation of the corporate Risk Appetite.*
3. *Evaluation and recommendation in every investment implementation in RKAP through budget control.*
4. *Monitoring and evaluation as well as reviewing the development of the DAMRI information and communication system.*

### *Risk Management Monitoring Committee Charter*

*The Risk Management Monitoring Committee (KPMR) charter was established by DAMRI on 30 June 2013.*

### *Performance Assessment of The Risk Management Monitoring Committee By The Supervisory Board*

*During 2020, the Supervisory Board considered that the Risk Management Monitoring Committee had carried out its duties and responsibilities properly in accordance with the Risk Management Monitoring Committee Charter.*



## Struktur, Keanggotaan, Kualifikasi Pendidikan, dan Keahlian Komite Pemantau Manajemen Risiko

## Structure, Membership, Education Qualifications And Expertise of The Risk Management Monitoring Committee

| Nama<br>Name             | Jabatan<br>Position                                                                                   | SK Penetapan<br>Decision Letter of Determination | Keahlian<br>Keahlian                                         | Keterangan<br>Keterangan              |
|--------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------------------------------------------|---------------------------------------|
| <b>Teguh Pristiwanto</b> | Ketua Komite Pemantau Manajemen Risiko<br><i>Chairman of the Risk Management Monitoring Committee</i> | SK-02/DP/VII/2020                                | Manajemen<br>Management                                      | Dewan Pengawas<br>Supervisory Board   |
| <b>Yodi Armawidiatmo</b> | Anggota Komite Pemantau Manajemen Risiko<br><i>Anggota Komite Pemantau Manajemen Risiko</i>           | SK- /DP/XII/2012                                 | Enterprise Risk Management<br>Certified Professional (ERMCP) | Pihak independen<br>Independent Party |

### Profil Komite Pemantau Manajemen Risiko Risk Management Monitoring Committee Profile

#### Ketua Komite Pemantau Manajemen Risiko

*Chairman of the Risk Management Monitoring Committee*

#### Teguh Pristiwanto

(Profil dapat dilihat pada bagian profil Dewan Pengawas pada Laporan Tahunan 2020)

*(Profile can be seen in the profile section of the Supervisory Board in the 2020 Annual Report)*

#### Anggota Komite Pemantau Manajemen Risiko

*Member of The Risk Management Monitoring Committee*

#### Yodi Armawidiatmo



Menjabat sebagai Anggota Komite Pemantau Manajemen Risiko sejak 2019. Beliau memperoleh gelar Diploma 3 (D3) dari Sekolah Tinggi Akuntansi Negara (1997), Diploma 4 (D4) dari Sekolah Tinggi Akuntansi Negara (2002), dan Magister Manajemen (S2) dari Universitas Budi Luhur (2015).

Selain menjabat sebagai Anggota Komite Pemantau Manajemen Risiko, beliau juga menjabat sebagai Managing Partner KJA Yodi Armawidiatmo (Accountant Firm) dan Managing Director PT Dwimitra Solusi Sejahtera (DSS Company). Sebelum menjabat sebagai Anggota Komite Pemantau Risiko, beliau juga menjabat sebagai Head Group Compliance Office (GCO) Sime Darby Plantation Berhad (Juli 2016-November 2018), Deputy Head, Group Corporate Assurance (Internal Audit) Sime Darby Berhad (November 2007-Juni 2016), Manager Internal Audit Kumpulan Guthrie Berhad (2003-November 2007), Senior Consultant/Auditor Kantor Akuntan Publik PT Sysinfo Graha Widya dan Kantor Akuntan Publik Dani Sudarsono & Rekan (2002-2003), Auditor Badan Pengawasan Keuangan dan Pembangunan (1997-2002).

*Served as a Member of the Risk Management Monitoring Committee since 2019. He obtained a Diploma 3 (D3) from the State College of Accountancy (1997), Diploma 4 (D4) from the State College of Accountancy (2002), and a Masters in Management (S2) from Budi University Luhur (2015).*

*In addition to serving as a Member of the Risk Management Monitoring Committee, he also serves as Managing Partner of KJA Yodi Armawidiatmo (Accountant Firm) and Managing Director of PT Dwimitra Solusi Sejahtera (DSS Company). Prior to serving as a Member of the Risk Monitoring Committee, he also served as Head of Group Compliance Office (GCO) of Sime Darby Plantation Berhad (July 2016-November 2018), Deputy Head, Group Corporate Assurance (Internal Audit) of Sime Darby Berhad (November 2007-June 2016). Internal Audit Manager of Guthrie Berhad Group (2003-November 2007), Senior Consultant/Auditor of PT Sysinfo Graha Widya Public Accounting Firm and Dani Sudarsono & Partners Public Accounting Firm (2002-2003), Auditor of the Financial and Development Supervisory Agency (1997-2002).*

## Independensi Anggota Komite Pemantau Manajemen Risiko

## Independence of Members of The Risk Management Monitoring Committee

| Aspek Independensi<br><i>Independence Aspect</i>                                                                                                                                                                                                                      | Teguh<br>Pristiwanto | Yodi<br>Armawidiatmo |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|
| Tidak memiliki hubungan keuangan dengan Dewan Pengawas dan Direksi<br><i>Has no financial relationship with the Supervisory Board and the Board of Directors</i>                                                                                                      | ✓                    | ✓                    |
| Tidak memiliki hubungan kepengurusan di Perusahaan, anak perusahaan, maupun perusahaan afiliasi<br><i>Does not have a management relationship in the Company, subsidiaries, or affiliated companies</i>                                                               | ✓                    | ✓                    |
| Tidak memiliki hubungan kepemilikan saham di Perusahaan<br><i>Does not have a share ownership relationship in the Company</i>                                                                                                                                         | ✓                    | ✓                    |
| Tidak memiliki hubungan keluarga dengan Dewan Pengawas, Direksi, dan/atau sesama anggota Komite Audit<br><i>Does not have a family relationship with the Supervisory Board, Board of Directors, and/or fellow members of the Risk Management Monitoring Committee</i> | ✓                    | ✓                    |
| Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah<br><i>Do not serve as administrators of political parties, officials, and government</i>                                                                                                      | ✓                    | ✓                    |



## Organ Penunjang Direksi

### Supporting Organs of The Board of Directors

Ketentuan tentang Direksi dan organ penunjang Direksi DAMRI ditetapkan berdasarkan Peraturan Pemerintah Nomor 38 Tahun 2018 tentang Perum DAMRI dan dituangkan secara rinci dalam *Board Manual* DAMRI.

*Provisions regarding the Board of Directors and supporting organs of the Board of Directors of DAMRI are stipulated based on Government Regulation Number 38 of 2018 concerning Perum DAMRI and are stated in detail in the DAMRI Board Manual.*

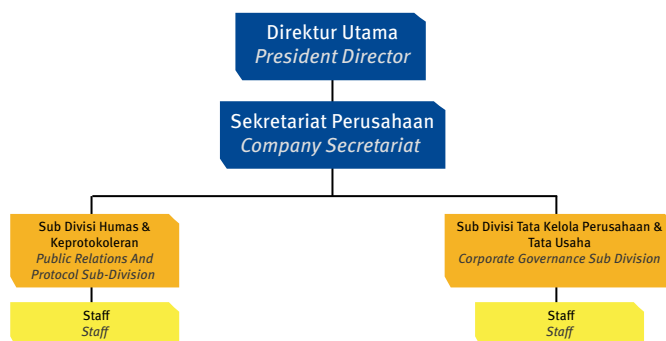
### Sekretaris Perusahaan

Sekretaris Perusahaan merupakan pejabat penghubung (*liaison officer*) antara Perusahaan dengan para pemangku kepentingan (*stakeholders*) serta menjaga kepatuhan DAMRI terhadap hukum dan perundang-undangan. Sekretariat Perusahaan juga mengemban misi untuk mendukung terciptanya citra dan reputasi Perusahaan yang baik secara konsisten dan berkesinambungan melalui pengelolaan program komunikasi yang efektif kepada segenap pemangku kepentingan.

### Dasar Pengangkatan Sekretaris Perusahaan

Penyelenggaraan fungsi Sekretaris Perusahaan bersifat wajib. Sekretaris Perusahaan diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Pengawas, sebagaimana diatur antara lain dalam Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Tugas dan tanggung jawab Sekretaris Perusahaan diatur dalam Anggaran Dasar Perusahaan dan perundang-undangan yang berlaku.

### Struktur Sekretaris Perusahaan



### Company Secretary

*The Corporate Secretary is a liaison officer between the Company and stakeholders and maintains DAMRI's compliance with laws and regulations. The Corporate Secretariat also has a mission to support the creation of a good image and reputation of the Company consistently and continuously through the management of effective communication programs to all stakeholders.*

### Corporate Secretary Appointment Basis

*The implementation of the Corporate Secretary function is mandatory. The Corporate Secretary is appointed and dismissed by the President Director with the approval of the Supervisory Board, as regulated among others in the Regulation of the State Minister for State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance. The duties and responsibilities of the Corporate Secretary are regulated in the Company's Articles of Association and applicable laws and regulations.*

### Structure of Corporate Secretary

## Tugas dan Tanggung Jawab Sekretaris Perusahaan

Tugas dan tanggung jawab Sekretaris Perusahaan meliputi antara lain:

1. Penanggung jawab Sekretariat Perusahaan;
2. Sebagai pejabat penghubung (*liaison officer*) yang meliputi hubungan Perusahaan dengan Pemilik Modal, regulator, lembaga lain, dan publik;
3. Memastikan bahwa Perusahaan mematuhi peraturan tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip *Good Corporate Governance*;
4. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Pengawas secara berkala dan/atau sewaktu-waktu apabila diminta;
5. Membuat perencanaan, pelaksanaan, dan pengendalian kegiatan komunikasi terhadap publik internal dan eksternal;
6. Mengikuti perkembangan peraturan-peraturan yang berlaku dan memastikan Perusahaan untuk mematuhi peraturan tersebut;
7. Menatausahakan serta menyimpan dokumen Perusahaan, termasuk tetapi tidak terbatas pada Daftar Khusus, risalah Rapat Direksi, rapat Dewan Pengawas, dan Rapat Pembahasan Bersama (RPB);
8. Tugas dan tanggung jawab lainnya, sebagaimana diatur dalam Anggaran Dasar Perusahaan dan perundang-undangan yang berlaku.

## Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2020

Sepanjang tahun 2020, Sekretaris Perusahaan melakukan tugas antara lain sebagai berikut:

1. Melakukan sosialisasi GCG dan memastikan pencapaian indeks GCG dengan skor 80.
2. Menyusun Laporan Tahunan Perusahaan (*Annual Report*).
3. Memastikan efektivitas pengelolaan peraturan perusahaan.
4. Memastikan terlaksananya pengelolaan surat menyurat dan dokumentasi informasi Perusahaan.
5. Memastikan seluruh perangkat perusahaan mengikuti standar *guideline* Perusahaan.
6. Memastikan efektivitas terlaksananya pengelolaan komunikasi dengan media, pembuatan materi komunikasi, dan penggunaan media sosial untuk promosi/komunikasi tentang Perusahaan.
7. Mengelola keterlibatan dalam Forum Humas BUMN dan Kementerian Perhubungan.
8. Melakukan pengelolaan kegiatan protokoler untuk Direksi.

## Duties And Responsibilities of The Corporate Secretary

*The duties and responsibilities of the Corporate Secretary include, among others:*

1. *In charge of the Corporate Secretariat;*
2. *As a liaison officer covering the Company's relationship with the Capital Owners, regulators, other institutions, and the public;*
3. *Ensuring that the Company complies with regulations regarding disclosure requirements in line with the implementation of Good Corporate Governance principles;*
4. *Provide information needed by the Board of Directors and Supervisory Board periodically and/or at any time if requested;*
5. *Planning, implementing, and controlling communication activities to the internal and external public;*
6. *Follow the development of the applicable regulations and ensure that the Company complies with these regulations;*
7. *Administering and storing Company documents, including but not limited to the Special Register, minutes of the Board of Directors Meetings, Supervisory Board meetings, and Joint Discussion Meetings (RPB);*
8. *Other duties and responsibilities, as stipulated in the Company's Articles of Association and applicable laws and regulations.*

## Corporate Secretary Duties In 2020

*Throughout 2020, the Corporate Secretary performed the following duties, among others:*

1. *Conducting GCG socialization and ensuring the achievement of the GCG index with a score of 80.*
2. *Preparing the Company's Annual Report (Annual Report).*
3. *Ensure effective management of company regulations.*
4. *Ensure the implementation of the management of correspondence and documentation of Company information.*
5. *Ensuring that all company equipment follows the Company's standard guidelines.*
6. *Ensuring the effectiveness of managing communication with the media, making communication materials, and using social media for promotion/communication about the Company.*
7. *Managing involvement in the SOE Public Relations Forum and the Ministry of Transportation.*
8. *Manage protocol activities for the Board of Directors.*





## Profil Sekretaris Perusahaan

### Corporate Secretary Profile

#### Sidik Pramono

Sekretaris Perusahaan (Kepala Divisi Sekretariat Perusahaan)  
Corporate Secretary (Head of Corporate Secretariat Division)

|                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                      | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Usia   Tempat, tanggal lahir<br><i>age   Date of Birth</i> | 45 tahun, per 31 Desember 2020<br>Sukoharjo, 20 September 1975                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 45 years old, as of 31 December 2020<br>Sukoharjo, 20 September 1975                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Domisili<br><i>Domicile</i>                                | Kota Tangerang, Banten                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Tangerang City, Banten                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Dasar Hukum Pengangkatan<br><i>Legal Adoption Basis</i>    | Diangkat sebagai Sekretaris Perusahaan berdasarkan Surat Keputusan Direksi Nomor: 0783.01/KP/303-304/SK/00/DU/XI-2020 tertanggal 10 November 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Appointed as Corporate Secretary based on the Decree of the Board of Directors Number: 0783.01/KP/303-304/SK/00/DU/XI-2020 dated November 10, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Latar Belakang Pendidikan<br><i>Educational Background</i> | Sarjana (S1) Teknik Pertambangan dari Institut Teknologi Bandung pada tahun 1999 dan Magister Administrasi (S2) Administrasi dan Kebijakan Publik dari Universitas Indonesia pada tahun 2013                                                                                                                                                                                                                                                                                                                                                                                                                          | Bachelor (S1) of Mining Engineering from Bandung Institute of Technology in 1999 and Master of Administration (S2) of Administration and Public Policy from University of Indonesia in 2013                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Pengalaman Kerja<br><i>Work Experience</i>                 | Wartawan di harian Kompas (2001-2013) dengan berbagai penugasan termasuk Wakil Kepala Biro Jawa Tengah dan Wakil Kepala Desk Politik dan Hukum; <i>Communication Manager dan External and Communication Expert</i> pada PT Weda Bay Nickel (2013-2014); <i>Corporate Secretary</i> PT Bhakti Energi Persada (2014-2018), <i>External Relations Manager</i> PT Adaro Energy Tbk (2016-2017), <i>Head of External Relations Support</i> Adaro MetCoal Companies (2017-2018); <i>Corporate Secretary</i> Servo Railway (2018-2019); dan <i>Vice President Corporate Secretary</i> PT Cisadane Sawit Raya Tbk (2019-2020) | Journalist at Kompas (2001-2013) with various assignments including Deputy Head of the Central Java Bureau and Deputy Head of the Political and Legal Desk; <i>Communication Manager and External and Communication Expert</i> at PT Weda Bay Nickel (2013-2014); <i>Corporate Secretary</i> PT Bhakti Energi Persada (2014-2018), <i>External Relations Manager</i> PT Adaro Energy Tbk (2016-2017), <i>Head of External Relations Support</i> Adaro MetCoal Companies (2017-2018); <i>Servo Railway Corporate Secretary</i> (2018-2019); and <i>Vice President Corporate Secretary</i> of PT Cisadane Sawit Raya Tbk (2019-2020) |
| Hubungan Afiliasi<br><i>Affiliate Relationship</i>         | Tidak memiliki hubungan afiliasi dengan anggota Dewan Pengawas, Direksi, atau pemegang saham utama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Has no affiliation with members of the Supervisory Board, Board of Directors, or major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



## Audit Internal

Divisi Audit Intern (DAI) berkedudukan di Kantor Pusat dan bertanggung jawab langsung kepada Direktur Utama untuk mewujudkan sistem pengendalian internal yang dapat menjamin pelaksanaan tugas Perusahaan sesuai mandat yang diterima dan peraturan yang berlaku, dengan mengacu kepada prinsip efisiensi dan efektivitas serta prinsip-prinsip dasar GCG, yaitu transparansi, akuntabilitas, tanggung jawab, kemandirian, dan kewajaran.

Divisi Audit Intern DAMRI telah dilengkapi dengan Piagam Audit (Audit Charter) yang ditetapkan dalam Surat Keputusan Direksi Perusahaan Umum (Perum) DAMRI Nomor: SK.571/KU.302/DAMRI-2016 tanggal 20 Desember 2016. Piagam Audit menjelaskan visi dan misi, sasaran dan tujuan, kedudukan, ruang lingkup, tugas dan tanggung jawab, peran, wewenang, struktur organisasi, persyaratan kualifikasi tenaga pemeriksa, ruang lingkup pemeriksaan, kode etik pemeriksaan intern, norma pemeriksaan, prosedur pemeriksaan, dan hubungan kerja. Audit Charter disusun sebagai pedoman bagi DAI DAMRI untuk dapat melaksanakan kewenangan, tugas dan tanggung jawabnya secara profesional, kompeten, independen, dan dapat dipertanggungjawabkan, sehingga dapat diterima oleh semua pihak yang berkepentingan dalam melaksanakan aktivitas Perusahaan.

Kepala Divisi Audit Internal saat ini dijabat oleh Taryono berdasarkan Surat Keputusan Direksi No. SK.770/KP.303.304/DAMRI-2018 tentang Pengangkatan Kepala Unit Audit Internal.

## Tugas dan Tanggung Jawab Divisi Audit Internal

Tugas dan tanggung jawab Audit Internal sebagaimana yang terkandung di dalam Piagam Audit Internal mencakup:

1. Menyiapkan Rencana Kerja Jangka Panjang, Jangka Menengah, dan Jangka Pendek di bidang pengawasan internal Perusahaan;
2. Menyusun Program Kerja Pemeriksaan Tahunan (PKPT) berikut anggarannya, meliputi *financial audit*, *operational audit*, dan *compliance audit* serta audit yang bersifat khusus pada obyek pemeriksaan unit/satuan kerja, proyek/produk, maupun program berdasarkan risiko (*Risk-Based Audit*);
3. Menyampaikan PKPT yang telah ditandatangani oleh Kepala DAI melalui Direktur Utama kepada Dewan Pengawas c.q. Komite Audit untuk mendapatkan persetujuan Dewan Pengawas;

## Internal Audit

*The Internal Audit Division (DAI) is domiciled at the Head Office and is directly responsible to the President Director accountable for an internal control system that can ensure the implementation of the Company's duties in accordance with the mandate received and applicable regulations, with reference to the principles of efficiency and effectiveness as well as the basic principles of GCG, namely transparency, accountability, responsibility, independence, and fairness.*

*The Internal Audit Division of DAMRI has been equipped with an Audit Charter as stipulated in the Decree of the Board of Directors of DAMRI Public Company (Perum) Number: SK.571/KU.302/DAMRI-2016 dated 20 December 2016. The Audit Charter explains the vision and mission, goals and objectives, position, scope, duties and responsibilities, roles, authorities, organizational structure, qualification requirements of auditors, scope of audit, internal audit code of ethics, audit norms, audit procedures, and work relations. The Audit Charter is prepared as a guideline for DAI DAMRI to be able to carry out its authority, duties and responsibilities in a professional, competent, independent, and accountable manner, so that it can be accepted by all interested parties in carrying out the Company's activities.*

*The Head of the Internal Audit Division is currently held by Taryono based on the Decree of the Board of Directors No. SK.770/KP.303.304/DAMRI-2018 regarding the Appointment of the Head of the Internal Audit Unit.*

## Duties and Responsibilities of The Internal Audit Division

*The duties and responsibilities of Internal Audit as contained in the Internal Audit Charter include:*

1. *Prepare Long-Term, Medium-Term and Short-Term Work Plans in the field of internal control of the Company;*
2. *Prepare the Annual Audit Work Program (PKPT) and its budget, including financial audits, operational audits, and compliance audits as well as audits that are specific to the object of inspection of units/work units, projects/products, and risk-based programs;*
3. *Submitting the PKPT which has been signed by the Head of DAI through the President Director to the Supervisory Board c.q. the Audit Committee to obtain the approval of the Supervisory Board;*

4. Menyusun sasaran mutu Divisi Audit Intern (DAI) selaras dengan sasaran Perusahaan, menetapkan metode pengukuran, menjabarkan dalam program kerja, dan melaporkan realisasi pencapaiannya;
5. Melaksanakan pemeriksaan rutin sesuai Program Kerja Pemeriksaan Tahunan (PKPT) dengan melakukan analisis dan evaluasi terhadap sistem dan prosedur serta operasional Perusahaan pada semua bagian dan bidang kegiatan Perusahaan secara berkelanjutan;
6. Memberikan saran perbaikan atas tingkat efisiensi dan efektivitas dalam kegiatan pengelolaan Perusahaan;
7. Melaksanakan inspeksi/sidak di lapangan guna mengetahui kondisi serta mendapatkan yang sebenarnya terhadap situasi tertentu;
8. Menyiapkan dan mendokumentasikan Kertas Kerja Pemeriksaan (KKP);
9. Menyampaikan Laporan Hasil Pemeriksaan yang telah ditandatangani Kepala DAI kepada Direktur Utama dan Dewan Pengawas c.q. Komite Audit;
10. Memantau tindak lanjut atas Laporan Hasil Pemeriksaan (LHP) sesuai dengan disposisi Direktur Utama;
11. Meningkatkan kompetensi pemeriksaan intern melalui pendidikan dan pelatihan (diklat) yang berkelanjutan;
12. Memberi pendapat, saran, pertimbangan dan konsultasi yang obyektif atas hasil pemeriksaan sebagai acuan dan pedoman terkait fungsi pengawasan kepada Direktur Utama.

4. *Develop quality targets for the Internal Audit Division (DAI) in line with the Company's goals, determine measurement methods, describe them in the work program, and report on the realization of their achievements;*
5. *Carry out routine inspections in accordance with the Annual Examination Work Program (PKPT) by conducting analysis and evaluation of the Company's systems and procedures as well as operations in all parts and areas of the Company's activities on an ongoing basis;*
6. *Provide suggestions for improvement on the level of efficiency and effectiveness in the Company's management activities;*
7. *Carry out inspections / inspections in the field to find out the conditions and get the truth about certain situations;*
8. *Prepare and document the Examination Working Paper (KKP);*
9. *Submit the Audit Result Report which has been signed by the Head of DAI to the President Director and the Supervisory Board c.q. Audit Committee;*
10. *Monitor the follow-up on the Audit Result Report (LHP) in accordance with the disposition of the President Director;*
11. *Improving the competence of internal audit through continuous education and training (training);*
12. *Provide opinions, suggestions, considerations and objective consultation on the results of the examination as a reference and guideline related to the supervisory function to the President Director.*

## Wewenang Divisi Audit Internal

Divisi Audit Internal memiliki wewenang:

- a. Menyusun, mengubah, dan melaksanakan kewajiban audit internal termasuk menentukan prosedur dan lingkup pelaksanaan pekerjaan audit.
- b. Meminta keterangan dan penjelasan kepada seluruh jajaran manajemen dan karyawan dalam rangka pemeriksaan.
- c. Memasuki seluruh area perusahaan dan meninjau tempat usaha, daerah lingkungan kerja, daerah kepentingan, dan lokasi aset Perusahaan.
- d. Akses terhadap semua dokumen, pencatatan, personal dan fisik, informasi atas obyek audit yang dilaksanakan.
- e. Menerbitkan Surat Perintah Tugas (SPT) dalam rangka inspeksi/sidak lapangan guna mengetahui kondisi serta mendapatkan informasi yang sebenarnya terhadap situasi tertentu.
- f. Meminta informasi pada rekanan untuk klarifikasi terhadap volume pekerjaan dan harga pada obyek yang diperiksa.

## Authority of Internal Audit Division

*The Internal Audit Division has the authority to:*

- a. *Develop, amend, and carry out internal audit obligations including determining the procedures and scope of audit work.*
- b. *Request information and explanations from all levels of management and employees in the context of the examination.*
- c. *Entering all areas of the company and reviewing the place of business, work environment, areas of interest, and the location of the Company's assets.*
- d. *Access to all documents, records, personal and physical, information on the object of the audit carried out.*
- e. *Issuing an Assignment Order (SPT) in the context of field inspections/inspections to determine conditions and obtain actual information on certain situations.*
- f. *Request information from partners for clarification of the volume of work and prices on the object being inspected.*

- g. Melakukan komunikasi secara langsung dengan Direksi, Dewan Pengawas, dan/atau Komite Audit.
- h. Mengadakan rapat secara berkala dan insidental dengan Direksi, Dewan Pengawas, dan/atau Komite Audit.
- i. Mengadakan koordinasi kegiatan dengan Auditor Eksternal.
- j. Kewenangan lainnya yang diberikan dan ditetapkan secara khusus oleh Direktur Utama atas audit-audit tertentu.
- k. DAI melakukan penilaian dan analisis atas aktivitas yang direviu/diaudit dan tidak mempunyai kewenangan dalam hal dan tanggung jawab atas aktivitas yang direviu/diaudit tersebut.

- g. Communicating directly with the Board of Directors, Supervisory Board, and/or the Audit Committee.
- h. Hold regular and incidental meetings with the Board of Directors, Supervisory Board, and/or Audit Committee.
- i. Coordinate activities with the External Auditor.
- j. Other powers given and specifically assigned by the President Director for certain audits.
- k. DAI conducts an assessment and analysis of the activities reviewed/audited and has no authority in terms of and responsibility for the activities reviewed/audited.

## Komposisi Divisi Audit Internal

Sampai dengan 31 Desember 2020, komposisi personel Divisi Audit Internal DAMRI yang memiliki kompetensi terdiri atas 13 (tiga belas) orang sebagai berikut:

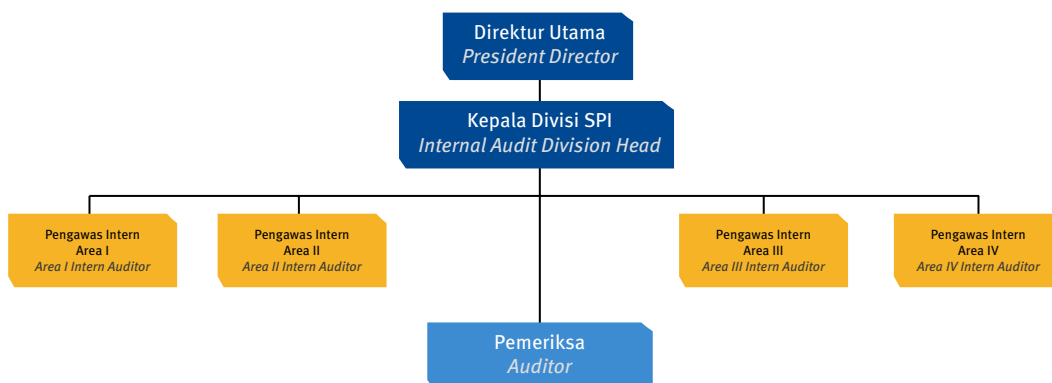
Kepala Divisi Audit Internal : 1 (satu) orang,  
Pengawas Area : 3 (tiga) orang,  
Pemeriksa/Auditor : 8 (delapan) orang.

## Composition Of The Internal Audit Division

As of December 31, 2020, the composition of DAMRI Internal Audit Division personnel who have competence consists of 13 (thirteen) people as follows:

Head of Internal Audit Division : 1 (one) person,  
Area Supervisor : 3 (three) people,  
Examiner/Auditor : 8 (eight) people.

## Struktur Organisasi Divisi Audit Internal



## Internal Audit Division Organizational Structure

## Kedudukan Divisi Audit Internal

Divisi Audit Intern (DAI) merupakan unit kerja Direktur Utama yang dipimpin oleh seorang Kepala Divisi dan membawahkan para Pengawas Intern Area yang mengkoordinir para Pemeriksa atau Auditor dalam penyelenggaraan kegiatan pengawasan internal pada wilayah kerja sebagai berikut:

1. Pengawas Intern Area I, meliputi audit seluruh unit kerja Perusahaan di bawah binaan Divisi Regional I, Kantor Pusat, dan SBU;
2. Pengawas Intern Area II, meliputi audit seluruh unit kerja Perusahaan di bawah binaan Divisi Regional II;

## Position of Internal Audit Division

The Internal Audit Division (DAI) is a working unit of the President Director led by a Division Head and oversees the Area Internal Supervisors who coordinate the Examiners or Auditors in the implementation of internal control activities in the following work areas:

1. Area I Internal Supervisor, covering audits of all Company work units under the guidance of Regional I Division, Head Office, and SBU;
2. Area II Internal Supervisors, covering audits of all the Company's work units under the guidance of the Regional II Division;



3. Pengawas Intern Area III, meliputi audit seluruh unit kerja Perusahaan di bawah binaan Divisi Regional III;
4. Pengawas Intern Area IV, meliputi audit seluruh unit kerja Perusahaan di bawah binaan Divisi Regional IV.

3. *Area III Internal Supervisors, covering audits of all the Company's work units under the guidance of the Regional III Division;*
4. *Area IV Internal Supervisors, covering audits of all Company work units under the guidance of Regional IV Division.*

## Profil Ketua Divisi Audit Internal

## Profile of The Head of Internal Audit Division

### Kepala Divisi Audit Internal *Head of Internal Audit Division*

#### Taryono

Menjabat sebagai Kepala Divisi Audit Intern sejak 2016. Beliau memperoleh gelar Sarjana (S1) Teknik Bangunan dari IKIP Negeri pada tahun 1995 dan Magister (S2) Manajemen Transportasi Universitas Pembangunan Nasional Veteran Jakarta pada tahun 2011.

Sebelum menjabat sebagai Kepala Divisi Audit Intern, beliau menjabat sebagai Pengawas di Divisi Audit Intern (2014-2016), Pemeriksa di Divisi Audit Intern (2012-2014), Kepala Seksi Tata Usaha Cabang Bandar Lampung (2014), Kepala Seksi Anggaran dan Akuntansi Divisi Regional I (2012-2014).



*He has served as Head of the Internal Audit Division since 2016. He obtained a Bachelor (S1) degree in Building Engineering from the Teacher's Training College in 1995 and a Masters (S2) in Transportation Management at the Veterans National Development University, Jakarta in 2011.*

*Prior to serving as Head of the Internal Audit Division, he served as Supervisor in the Internal Audit Division (2014-2016), Examiner in the Internal Audit Division (2012-2014), Head of Administration Section for Bandar Lampung Branch (2014), Head of Budget and Accounting Division Regional I (2012-2014).*

## Pihak yang Mengangkat dan Memberhentikan Divisi Audit Internal

Kepala Divisi Audit Intern diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Pengawas.

## Parties That Appointed and Discontinued The Internal Audit Division

*The Head of the Internal Audit Division is appointed and dismissed by the President Director with the approval of the Supervisory Board.*



## Sertifikasi Profesi Anggota Divisi Audit Internal

## Professional Certification of Members of The Internal Audit Division

| No | Nama<br>Name         | Jabatan<br>Position                        | Kualifikasi Diklat<br>Training Qualification |
|----|----------------------|--------------------------------------------|----------------------------------------------|
| 1  | Taryono              | Kepala Divisi<br>Head of Division          | Sertifikat PIA                               |
| 2  | Bimin                | Pengawas Area I<br>Surveillance Area I     | DDA, Fraud                                   |
| 3  | Diki Ashiddiki       | Pengawas Area II<br>Surveillance Area II   | DDA, Fraud                                   |
| 4  | Yanto Heriyanto      | Pengawas Area III<br>Surveillance Area III | DDA, AO                                      |
| 5  | Rd. Gozali AS        | Auditor                                    | DDA, Fraud                                   |
| 6  | Nyoman Gede Agusrana | Auditor                                    | DDA, AO                                      |
| 7  | Wahyono              | Auditor                                    | DDA, AO                                      |
| 8  | Kanti Rusni          | Auditor                                    | DDA                                          |
| 9  | Sobri Yanto          | Auditor                                    | DDA                                          |
| 10 | Jani Pratiwi         | Auditor                                    | DDA                                          |
| 11 | Andi Unni Astriani   | Auditor                                    | DDA                                          |
| 12 | Heri Affandi         | Auditor                                    |                                              |

PIA: Profesional Internal Audit

DDA: Dasar-dasar Audit

AO: Audit Operasional

PIA: Internal Audit Professional

DDA: Fundamentals of Audit

AO: Operational Audit

## Kode Etik Auditor

Pemeriksa Intern DAMRI harus memegang teguh dan mematuhi Kode Etik sebagai berikut:

1. Jujur, obyektif, hati-hati, bijaksana, bertanggung jawab, berani dan memiliki integritas tinggi serta mampu bertindak secara independen dalam menjalankan tugas maupun kewajibannya.
2. Mampu memelihara kepercayaan yang diberikan oleh pemberi tugas.
3. Mampu memegang rahasia pejabat.
4. Menggunakan semua kemampuannya untuk memperoleh bukti-bukti yang memadai guna mendukung pernyataan.
5. Berusaha meningkatkan keahlian dan keefektifan dalam melakukan pekerjaannya guna memelihara kompetensi, moralitas, dan menjunjung tinggi kehormatan korporasi.
6. Membangun komunikasi antar auditor untuk kepentingan perusahaan dan tugasnya.
7. Berpedoman pada norma-norma pemeriksaan.

## Auditor Code of Conduct

DAMRI Internal Auditors must adhere to and adhere to the following Code of Ethics:

1. Honest, objective, careful, wise, responsible, brave and have high integrity and are able to act independently in carrying out their duties and obligations.
2. Able to maintain the trust given by the assignor.
3. Able to hold official secrets.
4. Using all his abilities to obtain sufficient evidence to support the statement.
5. Strive to improve skills and effectiveness in carrying out their work in order to maintain competence, morality, and uphold the honor of the corporation.
6. Building communication between auditors for the benefit of the company and their duties.
7. Guided by inspection norms.

8. Menghindarkan diri untuk mengambil bagian dalam aktivitas ilegal atau yang tidak sepatasnya dilakukan.
9. Berusaha untuk tidak melibatkan diri dalam kegiatan yang dapat menimbulkan konflik kepentingan pemberi tugas maupun prasangka yang dapat meragukan kemampuannya dalam bertindak secara independen.
10. Dalam menerima perintah/penugasan di luar kegiatan pemeriksa dan di luar kegiatan operasional Perusahaan, Pemeriksa Intern harus mampu menanggalkan identitas selaku Pemeriksa.
11. Tidak merangkap tugas secara langsung dalam kegiatan operasional Perusahaan.
12. Dilarang melakukan pemeriksaan yang berpotensi menimbulkan benturan kepentingan (*conflict of interest*) dan/atau yang bersifat subjektif.

8. *Refrain from taking part in illegal or inappropriate activities.*
9. *Try not to involve yourself in activities that may cause a conflict of interest to the assignor or prejudice that may cast doubt on his ability to act independently.*
10. *In receiving orders/assignments outside the activities of the examiner and outside the operational activities of the Company, the Internal Auditor must be able to remove his identity as the Examiner.*
11. *Not holding concurrent duties directly in the Company's operational activities.*
12. *It is prohibited to conduct inspections that have the potential to cause a conflict of interest and/or are subjective in nature.*

## Pelaksanaan Tugas Divisi Audit Internal 2020

### Pemeriksaan (Reguler)

1. Kantor Pusat
2. Divisi Regional I yang meliputi Kantor Cabang sebagai berikut:
  - a. Batam
  - b. Medan
  - c. Palembang
  - d. Logistik
  - e. Jakarta
  - f. SBU Busway Koridor 1 & 8
  - g. Bandara Soekarno-Hatta (Basoetta)
  - h. Bandung
  - i. Bogor
  - j. Serang
3. Divisi Regional II yang meliputi Kantor Cabang sebagai berikut:
  - a. Banjarmasin
  - b. Samarinda
4. Divisi Regional III yang meliputi Kantor Cabang sebagai berikut:
  - a. Manado
  - b. Palu
  - c. Waingapu
  - d. Ponorogo
  - e. Kupang
  - f. Surabaya
  - g. Manado
5. Divisi Regional IV yang meliputi Kantor Cabang sebagai berikut:
  - a. Jayapura

## Implementation of The Internal Audit Division 2020

### Inspection (Regular)

1. Headquarters
2. Regional Division I which includes the following Branch Offices:
  - a. Batam
  - b. Medan
  - c. Palembang
  - d. Logistics
  - e. Jakarta
  - f. SBU Busway Corridor 1 & 8
  - g. Bandara Soekarno-Hatta (Basoetta)
  - h. Bandung
  - i. Bogor
  - j. Serang
3. Regional Division II which includes the following Branch Offices:
  - a. Banjarmasin
  - b. Samarinda
4. Regional Division III which includes the following Branch Offices:
  - a. Manado
  - b. Palu
  - c. Waingapu
  - d. Ponorogo
  - e. Kupang
  - f. Surabaya
  - g. Manado
5. Regional Division IV which includes the following Branch Offices:
  - a. Jayapura

### Pemeriksaan (Khusus)

1. Meliputi Kantor Cabang sebagai berikut :
  - a. Kantor Pusat Divisi Umum
  - b. Bandara Soekarna Hatta
  - c. Kupang
  - d. Jayapura

**Cek posisi** (melakukan *cut off* dengan melakukan inventarisasi aset, pencatatan kewajiban, dan pertanggungjawaban pejabat lama yang akan diserahkan ke pejabat baru)

1. Kantor Cabang Medan
2. Kantor Cabang Ponorogo
3. Kantor Cabang Surabaya
4. Kantor Cabang Mataram
5. Kantor Cabang Denpasar

### Studi Banding

Pada tahun 2020, Divisi Audit Intern tidak melakukan studi banding dikarenakan *pandemic* Covid-19.

### Pendidikan dan Pelatihan

Mengikuti diklat yang diselenggarakan oleh Komisi Pemberantasan Korupsi (KPK) tentang anti korupsi secara *on-line* webinar via zoom sebanyak 3 (tiga) orang.

### Counterpart

Pemeriksaan oleh pihak eksternal (KAP) dengan menyajikan data yang diperlukan.

### Monitoring

1. **Monitoring Tindak Lanjut Hasil Audit Internal**  
Sebanyak 318 temuan dari 22 obyek pemeriksaan, Sesuai Rekomendasi (SR) sebanyak 242 temuan yang telah ditindaklanjuti oleh *auditee* serta dilengkapi data dokumen yang cukup, Belum Sesuai dan Dalam Proses Tindaklanjuti (BS & DPTL) sebanyak 76 temuan dan Belum Ditindaklanjuti (BD) nihil.
2. **Monitoring Tindak Lanjut Hasil Pemeriksaan Eksternal**  
*Monitoring* tindak lanjut hasil audit eksternal Badan Pemeriksa Keuangan (BPK-RI) untuk tahun 2006 sebanyak 5 temuan dengan 9 rekomendasi, sudah Sesuai Rekomendasi (SR) sebanyak 8 temuan dan Belum Sesuai dan Dalam Proses Tindaklanjuti (BS & DPTL) sebanyak 1 temuan.  
*Monitoring* Tindak Lanjut hasil audit pihak eksternal KAP tahun 2018 sebanyak 184 temuan, sudah Sesuai Rekomendasi (SR) sebanyak 182 temuan dan Belum Sesuai dan Dalam Proses Tindaklanjuti (BS & DPTL) sebanyak 2 temuan.

### Inspection (Special)

1. *Covers the following Branch Offices:*
  - a. General Division Headquarters
  - b. Soekarno Hatta Airport
  - c. Kupang
  - d. Jayapura

**Check position** (*cut off by conducting an inventory of assets, recording liabilities, and responsibilities of old officials to be submitted to new officials*)

1. Medan Branch Office
2. Ponorogo Branch Office
3. Surabaya Branch Office
4. Mataram Branch Office
5. Denpasar Branch Office

### Comparative sstud

*In 2020, the Internal Audit Division did not conduct a comparative study due to the Covid-19 pandemic.*

### Education and training

*Participate in training organized by the Corruption Eradication Commission (KPK) on anti-corruption on-line webinar via zoom with 3 (three) people in attendance.*

### Counterpart

*Examination by an external party (KAP) by presenting the required data.*

### Monitoring

1. **Follow-up Monitoring of Internal Audit Results**  
*A total of 318 findings from 22 inspection objects, according to the Recommendation (SR) as many as 242 findings that have been followed up by the auditee and equipped with sufficient document data, Not Appropriate and In the Process of Follow Up (BS & DPTL) as many as 76 findings and not yet followed up (BD) nil.*
2. **Follow-up Monitoring of External Examination Results**  
*Monitoring of follow-up to the results of the external audit of the Supreme Audit Agency (BPK-RI) for 2006 as many as 5 findings with 9 recommendations, 8 findings have been in accordance with the Recommendation (SR) and 1 finding is Not Appropriate and In the Process of Follow-up (BS & DPTL).*  
*Follow-up Monitoring of KAP's external audit results in 2018 as many as 184 findings, in accordance with the Recommendation (SR) as many as 182 findings and Not In Accordance and In the Follow Up Process (BS & DPTL) as many as 2 findings.*



3. Monitoring Proses Penyelesaian Tuntutan Ganti Rugi (TGR), dengan membuat laporan secara periodik setiap Triwulan I, II, III, dan IV ke BPK-RI, tembusan Dewan Pengawas Perum DAMRI dan Direksi Perum DAMRI.

3. *Monitoring the Compensation Claims Settlement Process (TGR), by making periodic reports every Quarter I, II, III, and IV to BPK-RI, copies of the Supervisory Board of Perum DAMRI and the Board of Directors of Perum DAMRI.*

## Realisasi Obyek Pemeriksaan dan Tindak Lanjut Hasil Audit Tahun 2020

## Realization of The Audit Object and Follow-Up Audit Results in 2020

| No | Program                                                                                                                                                                 | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                     |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 2                                                                                                                                                                       | 3                                                                                                                                                                                                                                                                                                                                                                                             |
| 1  | Audit Kinerja<br><i>Performance Audit</i>                                                                                                                               | 22 Obyek Audit (18 Kinerja & 4 Khusus)<br><i>22 Audit Objects (18 Performance &amp; 4 Special)</i>                                                                                                                                                                                                                                                                                            |
| 2  | Non Audit<br>a. Pendampingan Audit Eksternal (KAP)<br>b. Cek Posisi<br><i>Non Audit</i><br><i>a. External Audit Assistance (KAP)</i><br><i>b. Check Position</i>        | a. Dalam proses pendampingan<br>b. 5 Cabang<br><i>a. In the process of mentoring</i><br><i>b. 5 Branch</i>                                                                                                                                                                                                                                                                                    |
| 3  | Pendidikan dan pelatihan sesuai tahapan bidang audit<br><i>Education and training according to the stages of the audit sector</i>                                       | Sebanyak 3 (tiga) personel Diklat Anti Korupsi Dasar dari KPK via zoom<br><i>A total of 3 (three) personnel of Basic Anti-Corruption Training from the KPK via zoom</i>                                                                                                                                                                                                                       |
| 4  | Monitoring tindak lanjut hasil Audit Internal<br><i>Monitoring follow-up on Internal Audit results</i>                                                                  | 318 Temuan Dari 22 Obyek Pemeriksaan<br>- 242 Sesuai Rekomendasi (SR)<br>- 76 Belum Sesuai dan Dalam Proses Tindak Lanjut (BS & DPTL)<br>- 0 Belum Ditindaklanjuti (BD)<br><i>318 Findings From 22 Examination Objects</i><br><i>- 242 According to Recommendation (SR)</i><br><i>- 76 Not Appropriate and In The Process Of Follow Up (BS &amp; DPTL)</i><br><i>- 0 Not Followed Up (BD)</i> |
| 5  | Monitoring tindak lanjut hasil audit eksternal (KAP) tahun 2018<br><i>Monitoring follow-up on external audit results (KAP) 2018</i>                                     | 184 Temuan sudah Sesuai Rekomendasi, SR : 182 temuan, BS & DPTL : 2 temuan<br><i>184 Findings are in Accordance with Recommendations, SR : 182 findings, BS &amp; TL : 2 findings</i>                                                                                                                                                                                                         |
| 6  | Monitoring proses penyelesaian tuntutan ganti rugi (TGR) dan pelaporan<br><i>Monitoring of the process for settlement of claims of compensation (TGR) and reporting</i> | Pelaporan Triwulan I, II, III, dan IV<br><i>Quarterly Reports I, II, III, and IV</i>                                                                                                                                                                                                                                                                                                          |

| No | Program                                                                                                                                     | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 2                                                                                                                                           | 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 7  | <p><i>Monitoring</i> tindak lanjut hasil audit eksternal (BPK-RI)</p> <p><i>Monitoring follow-up on external audit results (BPK-RI)</i></p> | <p>1. Audit Tahun 2006<br/>Sebanyak 5 Temuan dengan 9 Rekomendasi, 8 Sesuai Rekomendasi, 1 Belum Sesuai Rekomendasi dan Proses Tindaklanjuti</p> <p>2. Audit Tahun 2018 (Kinerja Tahun 2016, 2017, dan Semester 1 Tahun 2018)<br/>Sebanyak 20 Temuan dengan 58 Rekomendasi : 31 Sesuai Rekomendasi, 27 Belum Sesuai Rekomendasi dan Proses Tindaklanjuti</p> <p>1. <i>Audit In 2006</i><br/><i>A total of 5 Findings with 9 Recommendations, 8 In Accordance with Recommendations, 1 Not in Accordance with Recommendations and Follow-up Process</i></p> <p>2. <i>2018 Audit (Performance In 2016, 2017, and Semester 1 of 2018)</i><br/><i>A total of 20 Findings with 58 Recommendations: 31 In Accordance with Recommendations, 27 Not in Accordance with Recommendations and Follow Up Process</i></p> |

## Sistem Pengendalian Internal (SPI)

### Uraian Sistem Pengendalian Intern

DAMRI sedang dalam proses penyusunan dokumen pedoman Sistem Pengendalian Internal yang didasarkan pada COSO Framework Principles, namun secara umum telah diterapkan dalam melaksanakan kegiatan usaha Perusahaan. Tujuan pengendalian internal adalah:

1. Mewujudkan kepatuhan terhadap kebijakan-kebijakan manajemen yang ditetapkan dalam ketentuan yang berlaku.
2. Memberikan pendapat, masukan, dan pertimbangan maupun jasa konsultasi yang obyektif kepada manajemen dan unit kerja lainnya berkaitan dengan fungsi pengawasan yang bersifat independen, obyektif dengan tujuan untuk meningkatkan nilai tambah dan memperbaiki operasional Perusahaan melalui pendekatan sistematis, berbasis manajemen risiko, pengendalian internal, dan prinsip-prinsip *Good Corporate Governance* (GCG) dalam ruang lingkup *financial audit*, *compliance audit*, serta audit yang bersifat khusus.

Komponen utama sistem pengendalian internal yang diterapkan DAMRI terdiri atas 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*).

## Internal Control System (SPI)

### Description Of Internal Control System

DAMRI is in the process of compiling an Internal Control System guideline document based on the COSO Framework Principles, but in general it has been applied in carrying out the Company's business activities. The objectives of internal control are:

1. Compliance with management policies set out in the applicable regulations.
2. Opinions, input, and objective considerations as well as consulting services to management and other work units related to the independent, objective supervisory function with the aim of increasing added value and improving the Company's operations through a systematic approach, based on risk management, internal control, and the principles of Good Corporate Governance (GCG) in the scope of financial audits, compliance audits, and special audits.

The main components of the internal control system implemented by DAMRI consist of 5 (five) main interrelated elements, namely the Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring (Monitoring).

Uraian mengenai masing-masing komponen adalah sebagai berikut:

### Lingkungan Pengendalian (*Control Environment*)

Lingkungan pengendalian merupakan pondasi bagi semua komponen pengendalian yang lain.

Lingkungan pengendalian yang merupakan prinsip sistem pengendalian internal yang efektif:

#### 1. Integritas dan Etika

Untuk meningkatkan integritas dan etika kerja seluruh insan DAMRI, dilakukan cara-cara sebagai berikut:

- a. Menyusun dan menetapkan kode etik (aturan perilaku)
- b. Dewan Pengawas dan Direksi memberikan keteladanan (*role model*)
- c. Menegakkan tindakan disiplin yang tepat atas penyimpangan kebijakan dan prosedur maupun pelanggaran terhadap aturan perilaku
- d. Memberikan penjelasan dan pertanggungjawaban dalam hal adanya tindakan yang tidak mengikuti kebijakan dan prosedur yang berlaku
- e. 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.

#### 2. Komitmen terhadap Kompetensi

- a. Mengidentifikasi dan menetapkan kegiatan yang dibutuhkan untuk menyelesaikan tugas dan fungsi masing-masing posisi dalam Perusahaan
- b. Spesifik dalam menetapkan kompetensi yang dibutuhkan untuk setiap kegiatan tertentu dan dituangkan dalam persyaratan yang diperlukan
- c. Menyelenggarakan pelatihan dan pembimbingan untuk membantu para pekerja mempertahankan dan meningkatkan kompetensi
- d. Mengangkat pejabat yang memiliki kemampuan manajerial dan pengalaman teknis
- e. Mengelola sumberdaya manusia, termasuk dalam proses pengangkatan dan penempatan pekerja yang sesuai dengan keterampilan, pengetahuan, dan perilakunya

*The description of each component is as follows:*

### **Control Environment**

*The control environment is the foundation for all other control components.*

*The control environment which is the principle of an effective internal control system:*

#### 1. Integrity and Ethics

*To improve the integrity and work ethic of all DAMRI personnel, the following methods are carried out:*

- a. *Develop and establish a code of ethics (rules of conduct)*
- b. *The Supervisory Board and the Board of Directors provide role models*
- c. *Enforce appropriate disciplinary action for deviations from policies and procedures as well as violations of the rules of conduct*
- d. *Provide explanations and accountability in the event of actions that do not follow applicable policies and procedures*
- e. *All policies, standards, and operational procedures, both core business and supporting activities, must be documented in writing, disseminated, understood, implemented, and monitored for implementation.*

#### 2. Commitment to Competence

- a. *Identify and determine the activities needed to complete the tasks and functions of each position in the Company*
- b. *Be specific in determining the competencies needed for each particular activity and set out in the required requirements*
- c. *Organize training and mentoring to help employees maintain and improve competence*
- d. *Appointing officials who have managerial ability and technical experience*
- e. *Managing human resources, including in the process of hiring and placing workers in accordance with their skills, knowledge, and behavior*



3. Kebijakan dan Praktik Sumber Daya Manusia
  - a. Kebijakan penerimaan karyawan dan *training* SDM yang kompeten
  - b. Melakukan perbaikan yang tepat
  - c. *Reward and Punishment*
  - d. Kebijakan pegawai untuk ketaatan terhadap standar etika dan moral
4. Struktur Organisasi
  - a. Struktur Organisasi disusun dengan memperhatikan dan sesuai dengan strategi yang telah ditetapkan dalam RJPP, yang memberikan kerangka kerja untuk merencanakan, melaksanakan, mengendalikan, dan memonitor operasi.
  - b. Setiap pegawai harus memahami peran dan fungsinya masing-masing dalam sistem pengendalian internal
5. Pendelegasian Wewenang dan Tanggung Jawab  
Pendelegasian wewenang dan tanggung jawab yang tepat harus dilaksanakan dengan memperhatikan hal-hal sebagai berikut:
  - a. Wewenang diberikan kepada bawahan sesuai dengan tingkat tanggung jawabnya dalam pencapaian tujuan Perusahaan
  - b. Pegawai yang diberi wewenang memahami bahwa wewenang dan tanggung jawab yang diberikan terkait dengan peran dan fungsi mereka
  - c. Pegawai yang diberi wewenang memahami bahwa pelaksanaan wewenang dan tanggung jawab memperhatikan aspek penerapan sistem pengendalian internal
6. Partisipasi Dewan Pengawas dan Komite Audit  
**Dewan Pengawas**  
Dewan Pengawas berperan penting untuk efektivitas pengendalian internal dan mengawasi pengelolaan Perusahaan dan memberikan nasihat kepada Direksi. Dewan Pengawas bertanggung jawab memastikan agar Direksi dalam kondisi apapun memiliki kemampuan dalam menjalankan tugasnya. Dewan Pengawas selalu berpegang teguh kepada peraturan perundang-undangan yang berlaku, Anggaran Dasar, *Board Manual*, dan Etika Dewan Pengawas yang telah disepakati.  
**Komite Audit**  
Komite Audit membantu tugas Dewan Pengawas dalam menilai kecukupan sistem pengendalian internal dan ketaatan dalam penerapannya, kecukupan pelaporan, dan pengungkapan laporan.
7. Filosofi dan Gaya Operasi Manajemen  
Filosofi dan gaya operasi manajemen sangat berpengaruh terhadap bentuk sistem pengendalian internal Perusahaan. 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.

3. *Human Resources Policies and Practices*
  - a. *Competent HR recruitment and training policies*
  - b. *Make proper repairs*
  - c. *Rewards and Punishments*
  - d. *Employee policies for adherence to ethical and moral standards*
4. *Organizational Structure*
  - a. *The Organizational Structure is prepared by taking into account and in accordance with the strategy set out in the RJPP, which provides a framework for planning, implementing, controlling, and monitoring operations.*
  - b. *Every employee must understand their respective roles and functions in the internal control system*
5. *Delegation of Authority and Responsibility*  
*The proper delegation of authority and responsibility must be carried out by taking into account the following matters:*
  - a. *Authority is given to subordinates in accordance with the level of responsibility in achieving Company goals*
  - b. *Authorized employees understand that the given powers and responsibilities are related to their roles and functions*
  - c. *Employees who are authorized understand that the implementation of authority and responsibility takes into account aspects of the implementation of the internal control system*
6. *Participation of the Supervisory Board and Audit Committee*  
**Supervisory Board**  
*The Supervisory Board plays an important role in the effectiveness of internal control and oversees the management of the Company and provides advice to the Board of Directors. The Supervisory Board is responsible for ensuring that the Board of Directors under any circumstances has the ability to carry out their duties. The Supervisory Board always adheres to the prevailing laws and regulations, the Articles of Association, the Board Manual, and the Ethics of the Supervisory Board that have been agreed upon.*  
**Audit Committee**  
*The Audit Committee assists the Supervisory Board in assessing the adequacy of the internal control system and compliance with its implementation, reporting adequacy, and report disclosure.*
7. *Philosophy and Operational Management Style*  
*The philosophy and operating style of management greatly influence the form of the Company's internal control system. In addition, the nature and intensity of communication between management levels, management policies, financial targets and other operating targets also affect the shape and nature of the control environment.*



**Penilaian Risiko (Risk Assessment)**

Penilaian risiko merupakan komponen yang mengawali proses pengendalian internal secara keseluruhan. Komponen ini juga sangat menentukan bentuk desain sistem pengendalian.

- Manajemen mendesain sistem pengendalian internal yang dibutuhkan oleh Perusahaan berdasarkan identifikasi dan penilaian risiko-risiko.
- 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.
- Perusahaan secara terus-menerus mengidentifikasi dan menilai risiko untuk terciptanya Sistem Pengendalian Internal yang andal dan efektif.
- Secara berkala pengendalian internal perlu direviu secara tepat dalam hal terdapat risiko yang belum dikendalikan, baik risiko yang sebelumnya sudah ada maupun risiko yang baru muncul.
- Hal utama dalam penilaian risiko adalah kesadaran (*awareness*) seluruh pegawai dan pimpinan manajemen bahwa setiap kegiatan aktivitas pengelolaan Perusahaan, memiliki risiko yang harus dikelola.

**Aktivitas Pengendalian (Control Activities)**

Aktivitas pengendalian diperlukan untuk mencegah dan menangani terjadinya suatu peristiwa risiko. Aktivitas pengendalian meliputi pengendalian operasional dan pengendalian keuangan. Aktivitas pengendalian dituangkan dalam dokumen tertulis berupa kebijakan dan prosedur yang harus ditaati dalam melaksanakan arahan manajemen 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. Aktivitas pengendalian harus melibatkan semua tingkatan manajemen mulai Direksi sampai dengan karyawan.

Aktivitas pengendalian yang harus ditetapkan pada semua tingkatan manajemen terdiri atas:

**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.

**Risk Assessment**

*Risk assessment is a component that initiates the overall internal control process. This component also determines the shape of the control system design.*

- Management designs the internal control system required by the Company based on the identification and assessment of risks.*
- The Company's objectives must be communicated and delegated to all levels and work units, up to individuals, at which time they must understand and be able to identify the risks for each objective, and formulate the specific control design forms they need.*
- The Company continuously identifies and assesses risks to create a reliable and effective Internal Control System.*
- Periodically, internal control needs to be reviewed appropriately in the event that there are risks that have not been controlled, both existing risks and emerging risks.*
- The main thing in risk assessment is the awareness of all employees and management leaders that every activity in the management of the Company has risks that must be managed.*

**Control Activities**

*Control activities are needed to prevent and deal with the occurrence of a risk event. Control activities include operational control and financial control. Control activities are stated in a written document in the form of policies and procedures that must be adhered to in carrying out management directives as well as a verification process to ensure that these policies and procedures have been consistently adhered to as activities that are inseparable from every role and function or daily operational activities. Control activities must involve all levels of management from the Board of Directors to the employees.*

*Control activities that must be established at all levels of management consist of:*

**Management Review (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 targets/standards that have been set. If there is a negative deviation or there is a performance that does not meet the target, the cause must be known so that the necessary corrective action can be taken immediately.*

### **Direct Functional of Activity Management**

Reviu lebih dalam dilaksanakan oleh Divisi Audit Intern, yaitu:

- a. Melakukan reviu terhadap penilaian risiko (laporan profil risiko) yang dihasilkan oleh Divisi Manajemen Risiko.
- b. Menganalisis data operasional, baik data yang terkait dengan risiko maupun data operasional dan keuangan, yaitu melakukan verifikasi rincian dan kegiatan transaksi.
- c. Melakukan reviu terhadap realisasi pelaksanaan rencana kerja dan anggaran, guna mengidentifikasi penyebab penyimpangan yang signifikan dan menetapkan tindakan perbaikan (*corrective actions*).

### **Pengendalian Sistem Informasi**

- a. Perusahaan melaksanakan verifikasi terhadap akurasi dan kelengkapan data transaksi dan melaksanakan prosedur otoritas sesuai prosedur standar.
- b. Kegiatan pengendalian sistem informasi dapat digolongkan dalam dua kriteria, yaitu:
  - 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, *user workstation*, serta jaringan internal-eksternal.
  - 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.

### **Pengendalian Aset Fisik (Physical Controls)**

- a. Dilaksanakan untuk menjamin adanya pengamanan fisik terhadap aset Perusahaan.
- b. Meliputi kegiatan pengamanan aset, 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.

### **Direct Functional of Activity Management**

A deeper review is carried out by the Internal Audit Division, namely:

- a. Reviewing the risk assessment (risk profile report) produced by the Risk Management Division.
- b. Analyzing operational data, both data related to risk as well as operational and financial data, namely verifying details and transaction activities.
- c. Reviewing the realization of the implementation of the work plan and budget, in order to identify the causes of significant deviations and determine corrective actions.

### **Information System Control**

- a. The company carries out verification of the accuracy and completeness of transaction data and carries out authority procedures according to standard procedures.
- b. Information system control activities can be classified into two criteria, namely:
  - General controls include control over data center operations, procurement systems, and software maintenance, access security, and application system development and maintenance. This general control is applied to mainframes, servers, user workstations, and internal-external network.
  - Application controls are applied to the programs used to manage transactions and to ensure that all transactions are correct, accurate and properly authorized. In addition to that, application controls must be able to ensure the availability of an effective audit process and to check the correctness of the intended audit process.

### **Physical Asset Controls**

- a. Implemented to ensure physical security of the Company's assets
- b. This includes securing 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 stated in the control records, particularly checking the value of assets on a regular basis.

## Informasi dan Komunikasi

Komponen informasi dan komunikasi menjadi bagian yang vital dalam sistem pengendalian internal Perusahaan secara keseluruhan untuk memastikan bahwa Perusahaan beroperasi secara efektif dan efisien, andal dalam pelaporan keuangan, serta taat terhadap peraturan yang berlaku. Diperlukan informasi yang relevan, akurat, dan tepat waktu oleh semua lini manajemen hingga individu yang berada pada posisi *first line of defense*.

Demikian halnya dengan komunikasi yang menjamin bahwa semua Insan DAMRI mendapatkan akses terhadap informasi sesuai dengan peran dan tanggung jawabnya dalam Perusahaan. Informasi terkait visi, misi, strategi dan tujuan perusahaan harus dapat dikomunikasikan (*cascaded*) dengan baik oleh Direksi kepada *second layer* (Kepala Divisi, Area Manager, dan General Manager) sehingga memiliki pemahaman yang sama. Hal ini penting karena mereka dengan fungsi dan perannya masing-masing bertanggung jawab untuk berkontribusi terhadap 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*.

## Pemantauan (*Monitoring*)

Pemantauan, baik yang dilakukan secara rutin (*on going basis*) oleh *first line of defense* dan atasannya, maupun evaluasi terpisah oleh Direksi, Dewan Pengawas, 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, para *first line of defense* yang setiap hari melakukan kegiatan operasional harus melakukan pemantauan secara terus-menerus.

Hal yang sangat penting dalam pemantauan adalah dapat mengetahui kelemahan sistem dan prosedur dalam rangka memperbaiki proses bisnis menjadi lebih efektif dan efisien.

## Kesesuaian dengan COSO Internal Control Framework

Berdasarkan uraian sistem pengendalian internal di atas, DAMRI telah menerapkan sistem pengendalian internal sesuai dengan COSO *internal control framework* yang meliputi lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, dan *monitoring*.

## Information and Communication

The information and communication component is a vital part of the Company's overall internal control system to ensure that the Company operates effectively and efficiently, is reliable in financial reporting, and complies with applicable regulations. Relevant, accurate, and timely information is required by all management lines to individuals who are in the first line of defense position.

Likewise, communication ensures that all DAMRI personnel have access to information in accordance with their roles and responsibilities within the Company. Information related to the company's vision, mission, strategy and objectives must be properly cascaded by the Board of Directors to the second layer (Division Head, Area Manager, and General Manager) so that they 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 strategy, and the achievement of the Company's goals.

The 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 controlled and the information can be communicated to the Board of Directors as feedback.

## Monitoring

Monitoring, whether carried out on a regular basis (*on going basis*) by the first line of defense and their superiors, as well as separate evaluations by the Board of Directors, Supervisory Board, 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, the first line of defense who carry out operational activities every day must carry out continuous monitoring.

What is very important in monitoring is being able to identify weaknesses in systems and procedures in order to improve business processes to be more effective and efficient.

## Compatibility with COSO Internal Control Framework

Based on the description of the internal control system above, DAMRI has implemented an internal control system in accordance with the COSO internal control framework which includes the control environment, risk assessment, control activities, information and communication, and monitoring.

### Hasil Reviu Pelaksanaan Sistem Pengendalian Internal 2019

DAMRI menindaklanjuti temuan dari sejumlah auditor seperti KAP, BPK, dan DAI, serta terus memonitor tindak lanjut pelaksanaan rekomendasinya, baik di Kantor Pusat, Divisi Regional, maupun Cabang. Selama tahun 2020, seluruh sistem pengendalian internal DAMRI terbukti dapat berjalan cukup efektif. Hal tersebut menunjukkan bahwa DAMRI telah mematuhi elemen-elemen pengendalian internal.

### Results of The 2019 Internal Control System Implementation Review

DAMRI follows up on the findings of a number of auditors such as KAP, BPK, and DAI, and continues to monitor the follow-up to the implementation of its recommendations, both at the Head Office, Regional Divisions, and Branches. During 2020, the entire DAMRI internal control system proved to be quite effective. This shows that DAMRI has complied with the elements of internal control.





## Manajemen Risiko

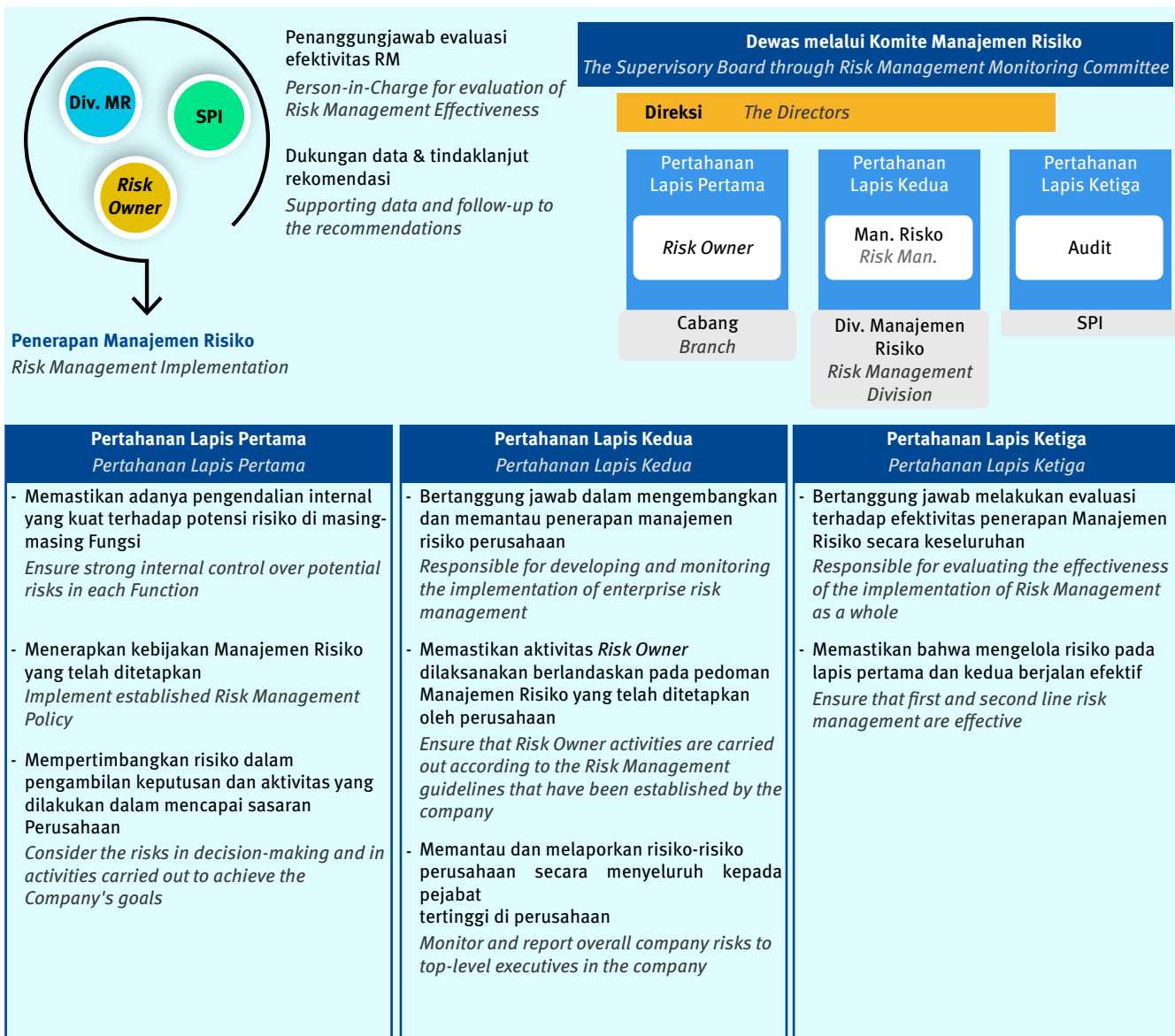
### Sistem Manajemen Risiko

Kebijakan manajemen risiko dalam perusahaan transportasi merupakan bagian integral dari proses bisnis Perusahaan dan pengambilan keputusan oleh manajemen, serta tumbuh menjadi budaya bagi seluruh personel Perusahaan sesuai Keputusan Menteri Negara BUMN Republik Indonesia No. KEP-117/M-MBU/2002 tentang Penerapan *Good Corporate Governance* pada BUMN. Manajemen risiko dilakukan dengan tujuan untuk mengidentifikasi dan mengeksplorasi peluang untuk meningkatkan *outcome* Perusahaan dan mengurangi dampak negatif dari risiko. Risiko didefinisikan sebagai kemungkinan terjadinya sesuatu yang akan berdampak pada pencapaian tujuan. Risiko harus difokuskan sesuai konteks yang telah ditetapkan. DAMRI berorientasi pada keselamatan/keamanan (*safety*) dan kualitas layanan (*services*) dan meningkatkan laba perusahaan (*profit*).

## Risk Management

### Risk Management System

*Risk management policies in transportation companies are an integral part of the Company's business processes and decision-making by management, and grow into a culture for all Company personnel in accordance with the Decree of the Minister of State-Owned Enterprises of the Republic of Indonesia No. KEP-117/M-MBU/2002 concerning the Implementation of Good Corporate Governance in BUMN. Risk management is carried out with the aim of identifying and exploiting opportunities to improve the Company's outcomes and reduce the negative impact of risks. Risk is defined as the possibility of something happening that will have an impact on the achievement of goals. The risk must be focused according to the defined context. DAMRI is oriented towards safety and quality of services and increasing the company's profit.*



Setiap unit kerja di lingkungan Perusahaan harus menerapkan dan mengembangkan manajemen risiko bagi lingkungan kerja masing-masing. Penerapan dan pengembangan manajemen risiko sebagaimana dilaksanakan oleh seluruh unit kerja Direktorat, serta Divisi, Kantor Divisi Regional, dan Kantor Cabang dari Perusahaan sebagai unit yang memiliki risiko dan selanjutnya disebut sebagai unit pemilik risiko (*risk owner*).

Pimpinan unit kerja Perusahaan sebagai merupakan pemilik risiko, secara berkala membuat laporan tentang penerapan dan pengembangan manajemen risiko kepada Direktur Utama.

Proses manajemen risiko yang sistematis terdiri atas:

1. Penetapan konteks
2. Identifikasi risiko
3. Analisis risiko
4. Evaluasi risiko
5. Penanganan risiko
6. Monitoring dan reviu
7. Komunikasi dan konsultasi
8. Pencatatan dan pelaporan

Penetapan konteks sebagaimana dilakukan dengan cara menjabarkan latar belakang, ruang lingkup, tujuan, dan kondisi lingkungan dan pengendalian suatu unit kerja di mana manajemen risiko akan diterapkan. Identifikasi risiko sebagaimana lokasi, sebab, dampak dan proses terjadinya peristiwa risiko yang dapat menghalangi, menurunkan, atau menunda tercapainya sasaran unit kerja Perusahaan. Identifikasi risiko dilakukan dengan memperhatikan konteks. Identifikasi risiko dituangkan dalam formulir identifikasi risiko.

Analisis risiko dilakukan dengan cara mencermati sumber risiko dan tingkat pengendalian yang ada serta dilanjutkan dengan memulai risiko dari sisi konsekuensi dan kemungkinan terjadinya yang dapat dilakukan dengan bantuan formulir pengukuran risiko serta mengikuti ketentuan umum mengenai konsekuensi dan kemungkinan terjadinya risiko sebagai berikut:

**Kemungkinan terjadinya risiko dapat dibedakan menjadi 5 (lima) kategori, yaitu:**

1. Kategori “*Rare*” atau tidak mungkin terjadi; apabila dapat terjadi dalam kurun waktu > 1 tahun.
2. Kategori “*Unlikely*” atau jarang terjadi; apabila dapat terjadi dalam kurun waktu 6 bulan sampai dengan 1 tahun.
3. Kategori “*Moderate*” atau bisa terjadi; apabila dapat terjadi dalam kurun waktu 3 bulan sampai dengan 6 bulan.

*Each working unit within the Company must implement and develop risk management for their respective work environment. Implementation and development of risk management as implemented by all work units of the Directorate, as well as Divisions, Regional Divisional Offices, and Branch Offices of the Company as units that have risk and hereinafter referred to as risk owner units.*

*The head of the Company’s work units, as risk owners, periodically reports on the implementation and development of risk management to the President Director.*

*A systematic risk management process consists of:*

1. *Context setting*
2. *Risk identification*
3. *Risk analysis*
4. *Risk evaluation*
5. *Risk management*
6. *Monitoring and review*
7. *Communication and consulting*
8. *Recording and reporting*

*Determination of the context as carried out by outlining the background, scope, objectives, and environmental conditions and the control of a work unit where risk management will be applied. Risks identification as to the location, cause, impact and process of occurrence of risk events that may hinder, reduce, or delay the achievement of the Company’s work unit targets. Risk identification is carried out by taking into account the context. Risk identification is stated in the risk identification form.*

*Risk analysis is carried out by looking at the source of risk and the level of existing control and proceeding with starting the risk from the side of consequences and the possibility of occurrence which can be done with the help of a risk measurement form and following the general provisions regarding the consequences and the possibility of risk occurrence as follows:*

***Possible risks can be divided into 5 (five) categories, namely:***

1. *Category “Rare” or unlikely to occur; if it can occur within a period of > 1 year.*
2. *Category “Unlikely” category or rare; if it can occur within a period of 6 months to 1 year.*
3. *Category “Moderate” or may occur; if it can occur within a period of 3 months to 6 months.*

4. Kategori “Likely” atau sangat mungkin terjadi; apabila dapat terjadi dalam kurun waktu 1 bulan sampai dengan 3 bulan.
5. Kategori “Almost Certain” atau hampir pasti terjadi; apabila terjadi dalam kurun waktu < 1 bulan.

**Konsekuensi risiko diukur dengan 12 (dua belas) kriteria dampak, yaitu:**

1. Produksi
2. Keuangan
3. SDM
4. Kesehatan dan Keselamatan Kerja
5. Kepatuhan
6. Hukum
7. Eksternal
8. Pemasaran
9. Reputasi
10. Penyusunan
11. IT
12. Output

Tingkatan dampak dibagi dalam lima kategori, yaitu *Insignificant, Minor, Moderate, Significant, dan Catastrophic*.

Level risiko dibagi dalam 4 (empat) kategori, yaitu:

1. *Low*; pewarnaan hijau tua dengan akuntabilitas tidak diperlukan tindakan dan dimonitor oleh level staf.
2. *Low to Moderate*; pewarnaan hijau muda dengan akuntabilitas diambil tindakan jika diperlukan, dimonitor, dan dikendalikan oleh level Kepala Subdivisi/Manager.
3. *Moderate*; pewarnaan kuning dengan akuntabilitas diambil tindakan jika sumber daya tersedia, dimonitor, dan dikendalikan oleh level Kepala Divisi/Area Manager.
4. *Moderate to High*; pewarnaan merah muda (atau oranye?) dengan akuntabilitas diperlukan untuk tindakan mengelola risiko, dimonitor, dan dikendalikan oleh level Direktorat.
5. *High*; pewarnaan merah dengan akuntabilitas diperlukan tindakan segera untuk mengelola risiko, dimonitor, dan dikendalikan oleh level Direktur Utama/Dewan Pengawas.

Evaluasi risiko dilakukan dengan mengidentifikasi berbagai opsi atau pilihan tindakan penanganan risiko yang tersedia dan memutuskan opsi penanganan risiko yang terbaik serta dilanjutkan dengan pengembangan rencana mitigasi risiko, yaitu dengan cara mendeskripsikan perihal bagaimana suatu risiko akan ditangani. Rencana penanganan risiko dapat dilakukan dengan bantuan formulir penanganan risiko.

4. Category “Likely” or very likely to occur; if it can occur within 1 month to 3 months.
5. Category “Almost Certain” or almost certain to occur; if it occurs within a period of < 1 month.

*Risk consequences are measured by 12 (twelve) impact criteria, namely:*

1. Production
2. Finance
3. HR
4. Occupational Health and Safety
5. Compliance
6. Law
7. External
8. Marketing
9. Reputation
10. Bribery
11. IT
12. Output

*The level of impact is divided into five categories, namely Insignificant, Minor, Moderate, Significant, and Catastrophic.*

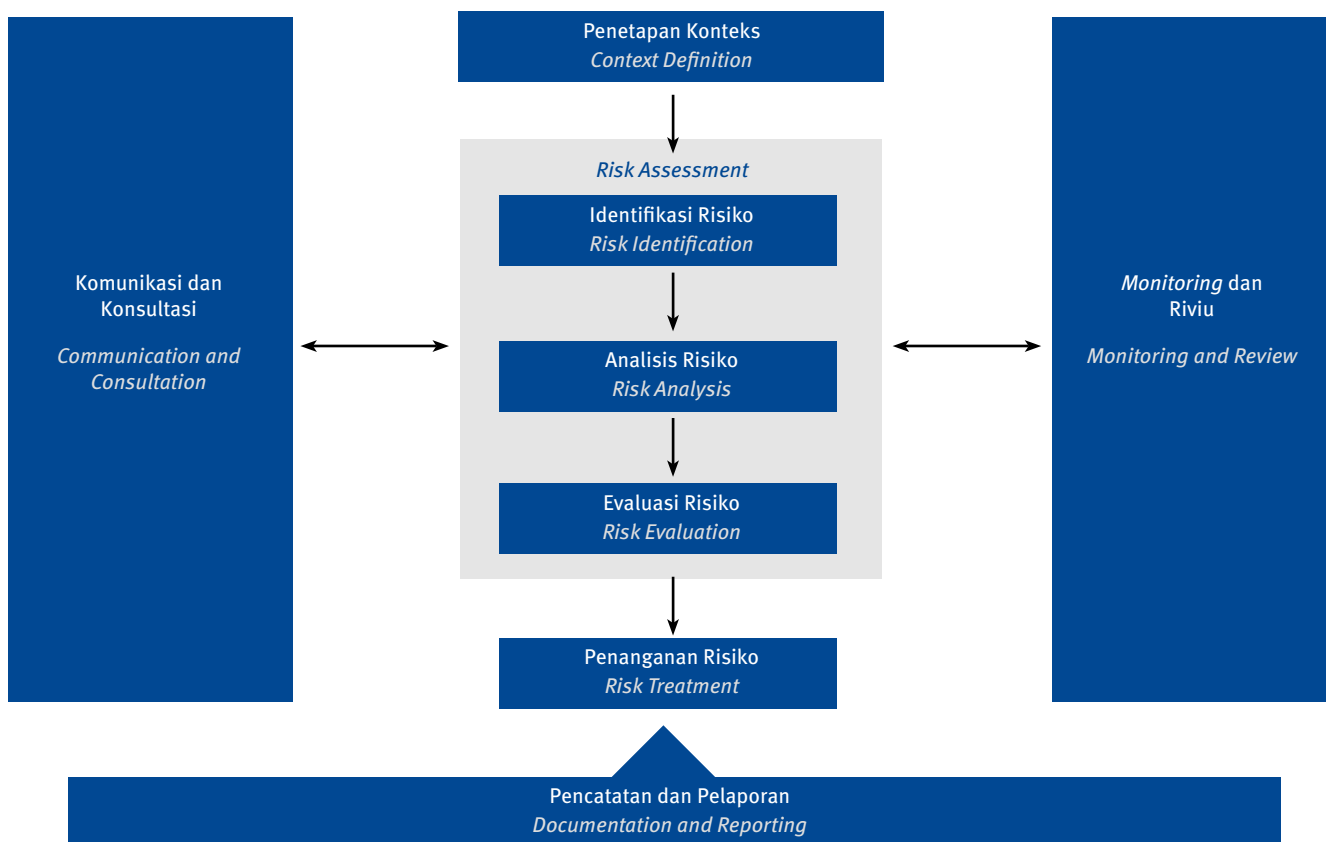
*The risk level is divided into 4 (four) categories, namely:*

1. *Low*; dark green coloring with accountability no action required and monitored by staff level.
2. *Low to Moderate*; light green coloring with accountability action is taken when necessary, monitored, and controlled by the Head of Subdivision/Manager level.
3. *Moderate*; yellow coloring with accountability is taken action if the resource is available, monitored and controlled by the Head of Division/Area Manager level.
4. *Moderate to High*; pink (or orange?) coloring with accountability is required for risk management actions, monitored and controlled by the Directorate level.
5. *High*; red color with accountability requires immediate action to manage risk, monitored, and controlled by the President Director/Supervisory Board level level.

*Risk evaluation is carried out by identifying the various options or options for risk handling actions available and deciding on the best risk treatment options and continuing with the development of a risk mitigation plan, namely by describing how a risk will be handled. The risk management plan can be carried out with the help of the risk management form.*

Monitoring dan reviu dilakukan secara berkala melalui proses pemantauan efektivitas rencana penanganan risiko, strategi, dan sistem manajemen risiko. Komunikasi dan konsultasi dilakukan dengan cara mengembangkan komunikasi kepada pemangku kepentingan internal maupun eksternal. Setiap unit kerja pemilik risiko dalam Perusahaan dapat meminta konsultasi dalam penerapan manajemen risiko kepada unit pengelola dan kepatuhan manajemen risiko. Pencatatan dan pelaporan dilakukan terhadap seluruh proses manajemen risiko untuk dokumentasi serta dilaporkan kepada pihak-pihak terkait.

*Monitoring and reviews are carried out periodically through the process of monitoring the effectiveness of risk management plans, strategies, and risk management systems. Communication and consultation is carried out by developing communication with internal and external stakeholders. Each risk-owning work unit within the Company may request consultation on the implementation of risk management from the risk management and compliance management unit. Recording and reporting is carried out on the entire risk management process for documentation and reported to related parties.*





## Jenis-Jenis Risiko dan Pengelolaannya

Dasar pelaksanaan Manajemen Risiko adalah Surat Keputusan Direksi Nomor SK.0708.00/UM.001/SK/00/DU/2020 tentang Pedoman Manajemen Risiko di Lingkungan DAMRI.

### Risiko Produksi

Risiko produksi dapat berasal dari kegiatan operasional yang berkaitan dengan persiapan sampai dengan pelaksanaan pengangkutan menggunakan bus termasuk proses perawatannya yang berkaitan dengan bagaimana cara mengelola produktivitas alat yang baik dan benar sehingga mendatangkan pendapatan dari bisnis usaha. Perusahaan yang memiliki sistem manajemen yang kurang baik mempunyai risiko produksi untuk mengalami kerugian. Risiko operasional suatu perusahaan tergantung dari jenis, bentuk, dan skala bisnisnya masing-masing.

### Risiko Keuangan

Risiko keuangan adalah segala macam risiko yang berkaitan dengan keuangan, biasanya diperbandingkan dengan risiko nonkeuangan seperti risiko operasional. Jenis risiko keuangan misalnya adalah risiko nilai tukar, risiko suku bunga, dan risiko likuiditas. Risiko ini timbul akibat ketidakpastian target keuangan sebuah usaha atau ukuran keuangan usaha. Target keuangan usaha adalah besaran target yang ditetapkan oleh wirausaha dalam kurun waktu tertentu. Sedangkan ukuran keuangan usaha adalah kondisi keuangan usaha yang bisa berupa arus kas, laba usaha, dan pertumbuhan perusahaan.

Tujuan manajemen risiko keuangan adalah untuk meminimalkan potensi kerugian yang timbul dari perubahan tak terduga dalam harga mata uang, kredit, komoditas, dan ekuitas. Risiko volatilitas harga yang dihadapi ini dikenal sebagai risiko pasar.

### Risiko SDM

Tenaga kerja merupakan aset paling berharga dan menentukan dalam operasi Perusahaan. Segmentasi SDM selalu memiliki risiko yang berhubungan langsung antara Perusahaan dengan pegawainya dan perlu dikelola risikonya. Pada dasarnya Perusahaan telah mengambil risiko yang berkaitan dengan ketenagakerjaan ketika Perusahaan memutuskan untuk menerima seseorang bekerja. Perusahaan harus membayar gaji yang memadai bagi pekerjanya serta memberikan jaminan sosial yang diwajibkan menurut perundang-undangan. Di samping itu Perusahaan juga harus memberikan perlindungan keselamatan dan kesehatan kerja serta membayar tunjangan jika tenaga kerja mendapat kecelakaan.

## Risk Types and Mitigation

*The basis for implementing Risk Management is the Decree of the Board of Directors Number SK.0708.00/UM.001/SK/00/DU/2020 concerning Guidelines for Risk Management in the DAMRI Environment.*

### Production Risk

*Production risk can come from operational activities related to the preparation to the implementation of transportation using buses including the maintenance process related to how to manage the productivity of equipment properly and correctly so as to bring in income from the business business. Companies that have poor management systems have a production risk of experiencing losses. The operational risk of a company depends on the type, form, and scale of each business.*

### Financial Risk

*Financial risk is all kinds of risks related to finance, usually compared to non-financial risks such as operational risk. Types of financial risk, for example, are exchange rate risk, interest rate risk, and liquidity risk. This risk arises due to the uncertainty of the financial targets of a business or the financial size of the business. The business financial target is the target amount set by the entrepreneur within a certain period of time. While the size of business finance is the financial condition of the business in the form of cash flow, operating profit, and company growth.*

*The objective of financial risk management is to minimize potential losses arising from unexpected changes in the prices of currencies, credit, commodities and equities. The risk of price volatility encountered is known as market risk.*

### HR Risk

*Manpower is the most valuable and decisive asset in the Company's operations. HR segmentation always has risks that are directly related to the Company and its employees and need to be managed. Basically the Company has taken risks related to employment when the Company decides to hire someone to work. Companies must pay adequate salaries for their workers and provide social security that is required by law. In addition to that, the Company must also provide occupational safety and health protection and pay benefits if the workforce gets an accident.*

*Labor is one of the elements that can trigger or cause accidents or failures in the production process. Employing unskilled, unskilled, reckless or negligent workers can pose a serious risk to safety.*

### Risiko Keselamatan

Manajemen risiko keselamatan dan kesehatan kerja (K3) adalah suatu upaya mengelola risiko K3 untuk mencegah terjadinya kecelakaan yang tidak diinginkan secara komprehensif, terencana, dan terstruktur dalam suatu sistem yang baik yang merupakan bagian integral dari manajemen transportasi. Sasaran utama program keselamatan dan kesehatan kerja adalah mengelola risiko untuk mencegah terjadinya kecelakaan atau kejadian yang tidak diinginkan melalui proses identifikasi bahaya, penilaian risiko dan pengendaliannya. Transportasi darat, laut, dan udara merupakan salah satu lingkungan kerja yang rawan terjadinya kecelakaan.

### Risiko Kepatuhan

Risiko kepatuhan merupakan timbulnya kerugian, baik langsung maupun tidak langsung, yang diakibatkan oleh tidak dipatuhinya atau tidak dilaksanakannya peraturan perundang-undangan dan ketentuan lainnya yang berlaku. Fungsi Kepatuhan merupakan tindakan yang bersifat *ex-ante* (preventif) untuk memastikan bahwa kebijakan, ketentuan, sistem, dan prosedur, serta kegiatan usaha yang dilakukan oleh Perusahaan telah sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku.

Bagi Perusahaan, penilaian risiko kepatuhan sangatlah penting. Penilaian risiko kepatuhan akan digunakan untuk mengidentifikasi berbagai risiko yang bisa muncul pada lini bisnis, produk, atau layanan tertentu serta *quality control*. Dengan begitu, penilaian risiko kepatuhan dapat dipakai untuk mengelola dan mengurangi risiko tersebut (mitigasi risiko).

### Risiko Hukum

Risiko hukum adalah risiko yang timbul karena ketidakmampuan manajemen Perusahaan dalam mengelola munculnya permasalahan hukum yang dapat menimbulkan kerugian atau kebangkrutan bagi Perusahaan. Risiko hukum antara lain dapat bersumber dari operasional, perjanjian dengan pihak ketiga, ketidakpastian hukum dan kelalaian penerapan hukum, hambatan dalam proses litigasi untuk penyelesaian klaim, serta masalah yurisdiksi antarnegara.

### Risiko Eksternal

Bencana alam maupun non-alam merupakan risiko yang dihadapi oleh siapa saja termasuk oleh Perum DAMRI dan dapat terjadi setiap saat tanpa bisa diduga waktu, bentuk, dan kekuatannya. Bencana dapat berupa angin topan atau badai, gempa bumi, tsunami, tanah longsor, banjir, ataupun letusan gunung berapi. Bencana non alam bisa berupa *chaos* akibat demonstrasi. Di samping korban jiwa, bencana alam juga mengakibatkan kerugian material yang sangat besar yang memerlukan waktu pemulihan yang lama.

### Safety Risk

*Occupational safety and health risk management (K3) is an effort to manage K3 risk to prevent unwanted accidents in a comprehensive, planned, and structured manner in a good system which is an integral part of transportation management. The main objective of the occupational safety and health program is to manage risk to prevent accidents or unwanted events through the process of hazard identification, risk assessment and control. Land, sea and air transportation is a work environment that is prone to accidents.*

### Compliance Risk

*Compliance risk is the occurrence of losses, either directly or indirectly, caused by non-compliance or non-compliance with laws and regulations and other applicable provisions. The Compliance function is an ex-ante (preventive) action to ensure that the policies, provisions, systems, and procedures, as well as the business activities carried out by the Company are in accordance with the prevailing laws and regulations. For the Company, compliance risk assessment is very important. Compliance risk assessment will be used to identify various risks that may arise in certain business lines, products or services as well as quality control. That way, a compliance risk assessment can be used to manage and reduce these risks (risk mitigation).*

### Legal Risk

*Legal risk is the risk that arises due to the inability of the Company's management to manage the emergence of legal problems that can cause losses or bankruptcy for the Company. Legal risks can come from operations, agreements with third parties, legal uncertainty and negligence in applying the law, obstacles in the litigation process for claim settlement, and jurisdictional issues between countries.*

### External Risk

*Natural and non-natural disasters are risks faced by everyone, including Perum DAMRI and can occur at any time without predicting the time, form, and strength. Disasters can be hurricanes or storms, earthquakes, tsunamis, landslides, floods, or volcanic eruptions. Non-natural disasters can be in the form of chaos due to demonstrations. In addition to the loss of life, natural disasters also cause enormous material losses that require a long recovery time.*

Di Indonesia, bencana alam merupakan ancaman serius bagi setiap usaha atau kegiatan. Indonesia berada di pertemuan lempeng yang meningkatkan risiko terjadinya gempa. Indonesia berada di antara dua benua dan dua lautan luas yang berpengaruh terhadap pola cuaca dan iklim. Indonesia juga memiliki rantai gunung berapi yang masih aktif. Oleh karena itu, faktor bencana alam harus diperhitungkan sebagai risiko yang dapat terjadi setiap saat.

### Risiko Pemasaran

Perusahaan memperhitungkan risiko pasar seperti adanya penolakan terhadap produk atau mungkin tuntutan hukum dari masyarakat konsumen atau larangan beredarnya produk di masyarakat oleh lembaga yang berwenang. Risiko lain yang berkaitan dengan pasar dapat berupa persaingan pasar. Dalam era pasar terbuka, konsumen memiliki kebebasan untuk memilih produk atau jasa yang disukainya dan sangat kritis terhadap mutu, harga, layanan, dan jaminan keselamatannya. Setiap produk yang bersaing di pasar bebas menghadapi risiko untuk ditinggalkan konsumen.

### Risiko Reputasi

Kemajuan teknologi informasi telah membuat perhatian terhadap risiko reputasi meningkat. Peningkatan kapabilitas masyarakat untuk memperoleh dan menyebarkan informasi secara massal, mudah, cepat, dan tanpa berbayar, telah berhasil meningkatkan dampak dan intensitas risiko reputasi yang diemban Perusahaan. Risiko reputasi adalah dampak positif atau negatif yang dihasilkan reputasi, yang dapat mempengaruhi pencapaian tujuan organisasi.

Dalam menghadapi risiko reputasi, Manajemen Risiko juga dapat membantu Perusahaan dalam mempersiapkan pertahanan berupa kebijakan dan prosedur untuk membantu menghadapi risiko reputasi. Dengan mempersiapkan kebijakan dan prosedur ini, Perusahaan diharapkan dapat membangun reputasi yang baik terhadap *stakeholders* secara konsisten dan kontinu. Kebijakan dan prosedur ini juga harus mencakup protokol yang dipersiapkan untuk masa krisis reputasi, yang dapat muncul kapan saja akibat hal tak terduga. Protokol ini diharapkan dapat menjadi panduan bagi manajemen krisis reputasi dan dapat membantu Perusahaan untuk mengelola kepanikan *stakeholders* dan mengembalikan nama baik Perusahaan.

*In Indonesia, natural disasters are a serious threat to any business or activity. Indonesia is located at a plate confluence which increases the risk of an earthquake. Indonesia is located between two continents and two vast oceans that influence weather and climate patterns. Indonesia also has a chain of volcanoes that are still active. Therefore, the factor of natural disasters must be taken into account as a risk that can occur at any time.*

### Marketing Risk

*The company takes into account market risks such as rejection of the product or possible lawsuits from the consumer community or a ban on the circulation of the product in the community by the authorized institution. Another risk related to the market can be in the form of market competition. In the open market era, consumers have the freedom to choose the product or service they like and are very critical of the quality, price, service, and safety assurance. Every product that competes in the free market faces the risk of being abandoned by consumers.*

### Reputational Risk

*Advances in information technology have led to increased attention to reputational risk. Increasing the public's capability to obtain and disseminate information in bulk, easily, quickly, and free of charge, has succeeded in increasing the impact and intensity of reputational risk carried by the Company. Reputational risk is the positive or negative impact generated by reputation, which can affect the achievement of organizational goals.*

*In dealing with reputational risk, Risk Management can also assist the Company in preparing defenses in the form of policies and procedures to help deal with reputation risk. By preparing these policies and procedures, the Company is expected to be able to build a good reputation with stakeholders consistently and continuously. These policies and procedures should also include protocols prepared for times of reputational crises, which can arise at any time due to unforeseen circumstances. This protocol is expected to be a guide for reputation crisis management and can help the Company to manage stakeholder in a panic state and restore the good name of the Company.*



### Risiko Penyuapan

Tidak ada peraturan yang dapat membuat suatu perusahaan kebal dari penyuapan. Itulah dasar Perusahaan memandang bahwa risiko penyuapan juga harus dikelola dan dimitigasi dengan baik dengan cara harus mengambil semua langkah yang mungkin untuk mencegah hal itu terjadi.

Salah satunya adalah dengan menggunakan identifikasi risiko yang merupakan salah satu langkah yang bagus untuk mengurangi potensi masalah ini. Untuk memastikan upaya mitigasi bekerja secara efektif, Perusahaan harus secara konsisten mengimplementasikannya dalam kegiatan operasional sehari-hari. Menerapkan sistem juga berarti bahwa Perusahaan memiliki integritas untuk melakukan tata kelola korporasi yang baik dan melindungi nilai serta nama baik Perusahaan.

### Risiko Teknologi Informasi

Aspek teknologi di samping bermanfaat untuk meningkatkan produktivitas juga mengandung berbagai risiko. Penggunaan mesin modern, misalnya, dapat menimbulkan risiko kecelakaan dan pengurangan tenaga kerja. Teknologi juga bersifat dinamis dan terus berkembang dengan inovasi baru. Perusahaan yang buta terhadap perkembangan teknologi akan mengalami kemunduran dan tidak mampu bersaing dengan perusahaan lain yang menggunakan teknologi yang lebih baik.

Penerapan teknologi yang lebih baik oleh pesaing akan mempengaruhi produk, biaya, dan kualitas yang dihasilkan sehingga dapat menjadi ancaman bagi Perusahaan. Oleh karena itu, pemilihan dan penggunaan teknologi harus mempertimbangkan dampak risiko yang ditimbulkan.

### Risiko Output

Risiko output atau bisa disebut risiko untuk mengukur kinerja atas suatu target dari suatu unit. Perusahaan perlu mengukur kinerja atas target untuk melindungi agar unit tidak keluar jalur dalam menjalankan aktivitas pekerjaannya dalam rangka mencapai target yang telah ditentukan sebelumnya.

### Bribery Risk

*There are no rules that can make a company immune from bribery. That is the basis of the Company's view that the risk of bribery must also be managed and mitigated properly by taking all possible steps to prevent it from happening.*

*One way is to use risk identification which is a great way to reduce this potential problem. To ensure that mitigation efforts work effectively, the Company must consistently implement them in daily operational activities. Implementing the system also means that the Company has the integrity to carry out good corporate governance and protect the values and reputation of the Company.*

### Information Technology Risk

*Aspects of technology in addition to being useful for increasing productivity also carries various risks. The use of modern machinery, for example, can lead to the risk of accidents and reduction of manpower. Technology is also dynamic and continues to evolve with new innovations. Companies that are blind to technological developments will experience setbacks and cannot compete with other companies that use better technology.*

*The application of better technology by competitors will affect the product, cost, and quality produced so that it can become a threat to the Company. Therefore, the selection and use of technology must consider the impact of the risks.*

### Output Risk

*Output risk or can be called risk to measure the performance of a target of a unit. Companies need to measure performance against targets to protect the unit from going off track in carrying out its work activities in order to achieve predetermined targets.*





## Hasil Review yang Dilakukan di Tahun 2020

Aktivitas Perusahaan mengandung berbagai macam risiko, antara lain risiko keuangan, risiko produksi, risiko keselamatan, dan risiko sumber daya manusia. Pada tahun 2020 terdapat bencana nasional pandemi Covid-19 sehingga terdapat risiko-risiko yang perlu mendapat perhatian seperti risiko keuangan, risiko produksi, risiko keselamatan, dan risiko sumber daya manusia.

Manajemen risiko adalah sebagai serangkaian prosedur dan metodologi yang digunakan untuk mengidentifikasi, mengukur, memantau dan mengendalikan risiko yang timbul dari kegiatan usaha atau bisnis. Tujuan manajemen risiko adalah meminimalisir dampak kerugian pada organisasi dan mempertahankan nilai maksimal yang ada pada seluruh aktifitas organisasi dan untuk meningkatkan kinerja (*performance*) suatu organisasi/perusahaan.

Pada tahun 2020, fungsi manajemen risiko dijalankan oleh Divisi Perencanaan Korporasi dan Manajemen Risiko di bawah Direktur Utama. Unit Manajemen Risiko mengidentifikasi, mengevaluasi, dan melakukan aktivitas lindung nilai atas risiko produksi, keuangan, SDM, K3, kepatuhan, hukum, eksternal, pemasaran, reputasi, penyusutan, TI, dan output.

Pada tahun 2020, implementasi manajemen risiko di Perusahaan telah pada tahap *development*, di mana pada organisasi telah terbangun pola yang berulang dalam melakukan tata kelola manajemen risiko namun aktivitasnya belum terdefinisi dan terdokumentasi dengan baik secara formal sehingga perlu peningkatan konsistensi dalam implementasinya.

## Results of Reviews Done in 2020

*The Company's activities contain various kinds of risks, including financial risk, production risk, safety risk, and human resource risk. Starting 2020 there has been a national disaster of the Covid-19 pandemic, so there are risks that need attention, such as financial risks, production risks, safety risks, and human resource risks.*

*Risk management is a set of procedures and methodologies used to identify, measure, monitor and control risks arising from business or business activities. The purpose of risk management is to minimize the impact of losses on the organization and maintain the maximum value that exists in all organizational activities and to improve the performance of an organization/company.*

*In 2020, the risk management function is carried out by the Corporate Planning and Risk Management Division under the President Director. The Risk Management Unit identifies, evaluates, and carries out hedging activities for production, financial, HR, OHS, compliance, legal, external, marketing, reputation, bribery, IT and output risks.*

*In 2020, the implementation of risk management in the Company has been at the development stage, where the organization has built a repeating pattern in carrying out risk management governance but its activities have not been formally defined and documented properly, so it is necessary to increase consistency in its implementation.*



# Tata Kelola Teknologi Informasi dan Komunikasi

## Information and Communication Technology Governance

Berdasarkan RKAP Perum DAMRI 2020 rencana kerja Divisi Teknologi Informasi yaitu:

1. Pengembangan dan implementasi *E-Ticketing System* untuk meningkatkan aksesibilitas pelanggan dengan memperluas penerapan teknologi dalam berbagai channel pembelian tiket dengan berbagai fitur untuk kemudahan transaksi nontunai (*cashless*).
2. Pengembangan dan implementasi *DAMRI Integrated Logistics System (DILS)*.
3. Penguatan kapasitas infrastruktur jaringan serta keamanan sistem.
4. Membangun sistem *Customer Relationship Management* (antara lain *Management Dashboard, Datawarehouse & Analytic, Call Center, Campaign System, Feedback System, Passenger Information System*).
5. Mengembangkan *Fleet Management System* untuk menunjang operasional dan pemeliharaan armada.
6. Sistem *monitoring* dengan Fasilitas Ruang Kontrol Terpusat.
7. *Digitalisasi office (Workflow & Document Management System)*.
8. Mengembangkan *Human Resource Information System* untuk mengelola *database* kepegawaian.
9. Digitalisasi untuk mendukung *Work From Home/Remote Working*.

### Penguatan Kapasitas Infrastruktur Server dan Jaringan

#### Pengadaan Jaringan Internet Lantai Dasar

1. Penambahan 5 *Access Point* Lantai Dasar  
Peningkatan pada perluasan akses point jaringan diperlukan untuk menjangkau seluruh Divisi untuk dapat melakukan aktivitas kerja pada setiap Divisi. Lima *access point* yang ditambah mempunyai *type Ubiquiti UAP-AC-Lite* yang mempunyai durabiliti dan performa yang baik untuk kelas *enterprise*.
2. Pergantian dan Peningkatan Penyedia Jasa Layanan Internet.

Perum DAMRI memiliki 3 penyedia Internet dengan kecepatan yang beragam.

Based on Perum DAMRI's RKAP 2020, the work plan of the Information Technology Division is:

1. Development and implementation of the *E-Ticketing System* to improve customer accessibility by expanding the application of technology in various ticket purchasing channels with various features for ease of cashless transactions.
2. Development and implementation of *DAMRI Integrated Logistics System (DILS)*.
3. Strengthening network infrastructure capacity and system security.
4. Build a *Customer Relationship Management system* (among others *Management Dashboard, Datawarehouse & Analytic, Call Center, Campaign System, Feedback System, Passenger Information System*).
5. Develop a *Fleet Management System* to support fleet operations and maintenance.
6. Monitoring system with *Centralized Control Room Facilities*.
7. Office digitization (*Workflow & Document Management System*).
8. Develop a *Human Resource Information System* to manage the personnel database.
9. Digitization to support *Work From Home/Remote Working*.

### Strengthening Server and Network Infrastructure Capacity

#### Ground Floor Internet Network Procurement

1. Added 5 Ground Floor Access Points  
Improvements in the expansion of network access points are needed to reach all Divisions to be able to carry out work activities in each Division. The five added access points have the *Ubiquiti UAP-AC-Lite* type which has good durability and performance for the enterprise class.
2. Change and Upgrade of Internet Service Providers.  
Perum DAMRI has 3 Internet providers with varying speeds.

## Restruktur Konfigurasi IP Kantor Pusat

Perubahan konsep alokasi IP Address pada jaringan Kantor Pusat agar dapat dikelola dengan baik secara terpusat. Sebelumnya terdapat perbedaan Segmen IP Address sehingga tidak dapat dikelola secara terpusat. Pengelolaan *bandwidth* internet untuk tiap level karyawan (Direksi, Kepala Divisi, Staf), pengelolaan *Access Point* yang ada di Kantor Pusat (menggunakan 1 *server controller* untuk semua *Access Point*), serta pengelolaan *backup* internet agar tidak berdampak kepada pengguna internet Kantor Pusat apabila salah satu *provider* bermasalah (*Fail Over*).

## Penambahan Kapasitas NAS

*Network Area Storage* saat ini digunakan Perum DAMRI untuk mengakomodir penyimpanan dokumen untuk setiap Divisi. Penambahan kapasitas ini dilakukan untuk menunjang kebutuhan dokumen seluruh divisi.

## Pergantian dan Peningkatan Penyedia Jasa Layanan Internet

Saat ini Perum DAMRI memiliki 3 penyedia Internet dengan kecepatan yang beragam.

## Restruktur dan Migrasi Server

Saat ini Perum DAMRI mempunyai 2 tipe *server*, yaitu *Cloud* dan *On Premise*.

## Alert and Monitoring Network & Server

Penggunaan *Monitoring* ini membantu Divisi IT untuk memantau secara 7 x 24 jam untuk mendapatkan informasi dengan cepat melalui pesan notifikasi singkat melalui Aplikasi Telegram. Hal ini sangat membantu pada waktu keadaan *server*, jaringan, dan *power supply* yang *down*.

## Keamanan Server dan Jaringan

**Perpanjangan Lisensi Email Security Barracuda**  
*Barracuda ESG (Email Security Gateway)* yang berfungsi sebagai *gateway email* Perusahaan dan sebagai antivirus.

### Pengadaan Rapid SSL

SSL atau *Secure Socket Layer* adalah cara sebuah situs web membuat sambungan aman dengan *browser* web pengguna. *Website* milik Perum DAMRI juga harus menggunakan teknologi tersebut agar *website* Perusahaan dan aplikasi yang dapat diakses publik dapat diamankan dengan teknologi SSL.

## Head Office IP Configuration Restructuring

*Changes in the concept of IP Address allocation on the Head Office network so that it can be managed centrally. Previously there were differences in IP Address Segments so they could not be managed centrally. Internet bandwidth management for each employee level (Directors, Division Heads, Staff), Access Point management at the Head Office (using 1 server controller for all Access Points), as well as internet backup management so as not to have an impact on Head Office internet users if one problematic provider (Fail Over).*

## Increased NAS Capacity

*Network Area Storage Currently used by Perum DAMRI to accommodate document storage for each Division. This additional capacity was carried out to support the document needs of all divisions.*

## Change and Upgrade of Internet Service Providers

*Currently Perum DAMRI has 3 Internet providers with various speeds.*

## Server Restructuring and Migration

*Currently Perum DAMRI has 2 types of servers, namely Cloud and On Premise.*

## Alert and Monitoring Network & Server

*The use of this Monitoring helps the IT Division to monitor 7x24 hours to get information quickly through short notification messages through the Telegram Application. This is very helpful when the server, network, and power supply are down.*

## Server and Network Security

**Barracuda Email Security License Extension**  
*Barracuda ESG (Email Security Gateway)* which functions as a corporate email gateway and as an antivirus.

### Procurement of Rapid SSL

*SSL or Secure Socket Layer is the way a website establishes a secure connection with a user's web browser. Perum DAMRI's website must also use this technology so that the Company's website and applications that can be accessed by the public can be secured with SSL technology.*



### Pengadaan Firewall Internet Security (On Premise & Cloud)

Saat ini Perum DAMRI memiliki *website* atau aplikasi yang terinstal pada teknologi *Cloud*. Sebagai fitur keamanan untuk menjaga sistem *server cloud* selalu *ter-update* dan mencegah serangan berbahaya terhadap *server* dibutuhkan penambahan layanan *security* yang disediakan (*optional*).

### VPN Client

Kemanan *server* merupakan prioritas utama sehingga kebutuhan pengamanan yang baik menjadikan akses *server* sangat dibatasi dan hanya dapat diakses dari internal saja. VPN (*Virtual Private Network*) merupakan cara yang tepat dalam pengamanan jalur akses, dengan menggunakan aplikasi yang dikonfigurasi pada laptop karyawan, selama karyawan tersebut memiliki akses internet yang baik dan menjalankan aplikasi VPN (*Virtual Private Network Client*).

### Bandwith Management dan Internet Filter

Divisi Teknologi Informasi diharuskan dapat mengelola penggunaan yang optimal dari sumberdaya yang saat ini dimiliki, maka diperlukan adanya pembagian *bandwidth* atau batasan kecepatan untuk tiap karyawan dan juga mengelola akses internet yang sehat dan aman serta melakukan pembatasan terhadap akses *website website* yang tidak berhubungan dengan pekerjaan.

### Standardisasi Keamanan Akses Server

Dalam pengelolaan keamanan infrastruktur, terutama *server*, diperlukan beberapa acuan sebagai standar keamanan *server*. Acuan yang digunakan berdasarkan NIST control. Salah satu poin yang dijadikan target proyek keamanan Divisi TI terkait akses *server* adalah sebagai berikut:

1. Hak akses *server* dipisah menjadi dua bagian, yaitu kategori *production* dan *development*. Pada *production* hanya sistem admin yang dapat mengakses baik dari *server* aplikasi maupun *server database*.
2. Keamanan akses *server* berdasarkan jenis internet yang digunakan saat mengakses. Dalam hal ini dibagi menjadi akses *server* dari internet lokal dan dari internet publik. Untuk internet lokal, *server* dapat diakses secara langsung tanpa menggunakan fitur VPN. Dan untuk internet publik, *server* dapat diakses hanya ketika menggunakan fitur VPN.

### Procurement of Internet Security Firewall (On Premise & Cloud)

Currently Perum DAMRI has a *website* or application installed on *Cloud* technology. As a security feature to keep the *cloud server* system up-to-date and prevent malicious attacks on the *server*, additional security services are provided (*optional*).

### VPN Client

*Server security* is a top priority so that the need for good security makes *server* access very limited and can only be accessed from internal only. VPN (*Virtual Private Network*) is the right way to secure access points, using an application configured on an employee's laptop, as long as the employee has good internet access and is running a VPN (*Virtual Private Network Client*) application.

### Bandwidth Management and Internet Filter

The Information Technology Division is required to manage the optimal use of the resources currently owned, it is necessary to share bandwidth or speed limits for each employee and also manage healthy and safe internet access and limit access to websites that are not related to work.

### Server Access Security Standardization

In managing infrastructure security, especially *servers*, several references are needed as *server* security standards. The reference used is based on NIST control. One of the points targeted by the IT Division's security project related to *server* access is as follows:

1. *Server access rights* are separated into two parts, namely *production* and *development* categories. In *production*, only system admins can access both from the application *server* and the *database server*.
2. *Server access security* based on the type of internet used when accessing. In this case it is divided into *server* access from the local internet and from the public internet. For local internet, the *server* can be accessed directly without using the VPN feature. And for the public internet, the *server* can be accessed only when using the VPN feature.



3. Pembatasan akses server berdasarkan jalur internet yang masuk ataupun keluar. Terkait pembatasan ini semua server database akan dibatasi untuk internet, baik yang masuk maupun keluar. Untuk server aplikasi *production* yang dibatasi hanyalah akses keluar, untuk akses masuk tetap dibuka dengan *port-port* tertentu sesuai dengan penggunaan aplikasi. Untuk server *development* semua akses, baik masuk maupun keluar, dibuka dengan pembatasan pada *port server*.

### Standardisasi Backup File

Proses *backup file* secara terjadwal sangat diperlukan untuk mencegah data pada server hilang ketika server mengalami kerusakan. Dalam hal ini *backup file* yang dilakukan meliputi data *upload* aplikasi FMS dan HRIS, beserta database seluruh aplikasi DAMRI.

## E-Ticketing System

### Perluasan Channel Pemesanan

#### 1. On-Site Sales

Pengembangan Sistem *Eticketing* untuk *On-Site Sales* meliputi penjualan tiket langsung di loket, pengembangan *Ticket Box*, penjualan agen dan juga penjualan dengan sistem kantor pemasaran. Saat ini implementasi sistem *eticketing* telah dilakukan pada 34 cabang. Sistem ini bisa digunakan untuk penjualan semua segmen, baik itu antar kota, pepadu moda, perintis, maupun KSPN.

#### 2. Online Sales

Sejalan dengan *System Eticketing* di sisi *On-site Sales*, Divisi TI juga melakukan pengembangan untuk *Online Sales*. *Online Sales* sendiri adalah pemesanan tiket yang langsung dilakukan sendiri oleh pelanggan, mulai dari melakukan pemilihan trayek, pemilihan jadwal keberangkat, pemilihan kursi, melakukan pembayaran, hingga sampai memperoleh *eticket*.

Sampai saat ini pelanggan dapat melakukan pemesanan tiket *online* dengan dua cara, yaitu selain melalui DAMRI Apps yang bisa di-download via *Playstore*, pelanggan juga bisa melalui web *reservation* resmi milik DAMRI.

#### 3. Online Travel Agent

*Online Travel Agent* merupakan salah satu *channel* yang mulai diimplementasikan. DAMRI melakukan kerja sama dengan penyedia jasa layanan pembelian tiket *online*, sehingga tiket DAMRI bisa dipesan melalui penyedia jasa tersebut. DAMRI telah melakukan kerja sama dengan Traveloka dan RedBus.

3. Restrictions on server access based on incoming or outgoing internet paths. Regarding this limitation, all database servers will be restricted to the internet, both incoming and outgoing. For production application servers, only outgoing access is limited, for incoming access it is still open with certain ports according to application usage. For the development server all access, both inbound and outbound, is opened with restrictions on the server port.

### File Backup Standardization

The scheduled file backup process is the utmost necessity to prevent data on the server from being lost when the server is damaged. In this case, the file backups carried out include uploading data for FMS and HRIS applications, as well as databases for all Damri applications.

## E-Ticketing System

### Order Channel Expansion

#### 1. On-Site Sales

*Eticketing System Development for On-Site Sales* includes direct ticket sales at the counter, *Ticket Box* development, agent sales and also sales with a marketing office system. Currently, the implementation of the *eTicket* system has been carried out in 34 branches. This system can be used for sales of all segments, be it inter-city, mode integration, pioneers, or KSPN.

#### 2. Online Sales

In line with the *Eticketing System* on the *On-site Sales* side, the IT Division is also developing *Online Sales*. *Online Sales* itself is a ticket order that is directly carried out by the customer, starting from choosing a route, choosing a departure schedule, selecting seats, making payments, to getting an *eticket*.

Until now, customers can order tickets online in two ways, namely, apart from DAMRI Apps which can be downloaded via *Playstore*, customers can also go through DAMRI's official web reservation.

#### 3. Online Travel Agent

*Online Travel Agent* is one of the channels that has begun to be implemented. DAMRI cooperates with online ticket purchase service providers, so that DAMRI tickets can be ordered through these service providers. DAMRI has collaborated with Traveloka and RedBus.

## Cashless Payment

*Cashless Payment* merupakan satu fitur yang harus ada dalam *Online Sales*. Setelah pelanggan melakukan pemesanan kursi, yang harus mereka lakukan selanjutnya adalah melakukan pembayaran. Dalam proses pembayaran *online* ini, DAMRI tidak bisa menyediakan *channel* pembayaran sendiri, melainkan harus melakukan kerja sama dengan beberapa PG (*Payment Gateway*).

## Sales Management System (Sales Plan)

*Sales Plan* merupakan suatu aplikasi yang dapat digunakan untuk mengatur segala rencana promosi dengan skema potongan harga, skema potongan harga dapat berupa diskon, potongan harga secara langsung ataupun dalam berbentuk kode *reedem voucher*. Sistem ini bisa digunakan untuk pengaturan berdasarkan trayek, segmen, dan cabang.

## DAMRI Integrated Logistics System

Pembuatan aplikasi Logistik telah tercapai 100%. Segmentasi logistik dapat menggunakan aplikasi DILS untuk menjalankan bisnisnya. Aplikasi ini dapat menangani penerimaan barang, pelabelan, penyegelan, proses muat, proses bongkar, proses pengambilan barang dan beberapa laporan sesuai kebutuhan cabang. Untuk *customer* juga dapat melacak barangnya melalui laman yang ada di aplikasi DILS. Aplikasi ini telah implementasikan pada cabang Pontianak dan Palangkaraya. Cabang tersebut telah menjadi *pilot project*.

## Customer Relationship Management

Pembuatan *system Customer Relation Management* (antara lain *Management Dashboard*, *Datawarehouse* dan *Analytic*, *Call Center*, *Campaign System*, *Feed back system*, *Passanger Information System*) telah tercapai 20%. *Call center* telah mempunyai sistem pencatatan riwayat panggilan dengan jenis isu mengenai informasi, kehilangan, dan pengaduan.

## Cashless Payment

*Cashless Payment* is a must-have feature in *Online Sales*. After a customer has made a seat reservation, all they have to do next is make a payment. In this online payment process, DAMRI cannot provide its own payment channel, but must cooperate with several PGs (*Payment Gateways*).

## Sales Management System (Sales Plan)

*Sales Plan* is an application that can be used to manage all promotional plans with discount schemes, discount schemes can be in the form of discounts, direct discounts or in the form of reedem voucher codes. This system can be used for settings by route, segment, and branch.

## DAMRI Integrated Logistics System

The creation of the Logistics application has meet 100% completion. Logistics segmentation can use the DILS application to run its business. This application can handle goods receipt, labeling, sealing, loading process, unloading process, goods retrieval process and several reports according to branch needs. Customers can also track their goods through the page in the DILS application. This application has been implemented in the Pontianak and Palangkaraya branches. The branch has become a pilot project.

## Customer Relationship Management

The creation of a Customer Relations Management system (among others, *Management Dashboard*, *Datawarehouse* and *Analytic*, *Call Center*, *Campaign System*, *Feed back system*, *Passanger Information System*) has reached 20% completion stage. The call center already has a call history recording system with types of issues regarding information, loss, and complaints.



## Fleet Management System

### 1. Taman Armada

Taman armada atau FMS adalah aplikasi yang dibuat untuk menyimpan seluruh data armada mulai dari data armada yang melekat pada armada tersebut hingga dokumen dokumen terkait. Aplikasi ini sudah digunakan di seluruh cabang.

### 2. Instalasi GPS & CCTV

#### a. GPS - CCTV

Dalam proses pemasangan CCTV dari total pengadaan sejumlah 80 Unit CCTV sudah terpasang 56 Unit.

#### b. GPS Only

Dalam proses pemasangan GPS Only dari total target yang telah disepakati oleh Divisi Operasi, Divisi Teknik, dan Divisi TI sebanyak 407 unit sudah terpasang 346 Unit.

## Manajemen Pemeliharaan Armada (SIMA Teknik)

SIMA Teknik adalah aplikasi pencatatan administrasi pada operasional Divisi Teknik, mulai dari proses pengadaan *sparepart*, BBM, dan BBK hingga bahan bakar dan jadwal armada. Aplikasi ini juga menyediakan laporan-laporan yang dibutuhkan Divisi Teknik berdasarkan data-data yang diinputkan seperti laporan AG3, AG4, AG6, LPF, dan AT8 yang merupakan laporan wajib pada Divisi Teknik. Aplikasi ini sudah diimplementasikan di seluruh cabang DAMRI.

## Rampcek

Rampcek merupakan sistem yang digunakan oleh Divisi Pelayanan dan Keselamatan untuk melakukan pengecekan pada bus. Bus yang dicek merupakan bus yang sudah dinyatakan SGO oleh bagian Teknik, sehingga bila lolos dari pengecekan ini akan bisa dilanjutkan untuk digunakan operasional. Sistem ini berguna untuk merekap semua pengecekan dan melakukan perhitungan sehingga muncul keputusan apakah bus ini layak digunakan atau tidak. Penggunaan rampcek ini masih dilakukan pada *event* tertentu dan digunakan di Cabang Bandara Soekarno Hatta, Jakarta, Lampung, Purworejo, Purwokerto, Ponorogo, Bogor, dan Palembang.



## Fleet Management System

### 1. Fleet Park

*The fleet park or FMS is an application created to store all fleet data, from fleet data attached to the fleet to related documents. This application is already used in all branches.*

### 2. GPS & CCTV Installation

#### a. GPS - CCTV

*In the process of installing CCTV from a total procurement of 80 CCTV units, 56 units have been installed.*

#### b. GPS Only

*In the process of installing GPS Only, as per the agreed total targets by the Operations Division, Engineering Division, and IT Division of 407 units, 346 units have been installed.*

## Fleet Maintenance Management (SIMA Teknik)

*SIMA Teknik is an application for administrative records in the operations of the Engineering Division, starting from the procurement process for spare parts, fuel, and BBK to fuel and fleet schedules. This application also provides the reports needed by the Engineering Division based on the inputted data such as AG3, AG4, AG6, LPF, and AT8 reports which are mandatory reports for the Engineering Division. This application has been implemented in all DAMRI branches.*

## Rampcek

*Rampcheck is a system used by the Service and Safety Division to check buses. The bus that is checked is a bus that has been declared SGO by the Engineering section, so that if it passes this check it will be able to continue for operational use. This system is useful for recapitulating all checks and performing calculations so that a decision appears whether this bus is suitable for use or not. The use of this rampcheck is still carried out at certain events and is used at Soekarno Hatta Airport Branches, Jakarta, Lampung, Purworejo, Purwokerto, Ponorogo, Bogor, and Palembang.*

## Manajemen Setoran Bus dan Pengemudi (SIMA Operasi)

Pembuatan sistem informasi administrasi operasi atau SIMA Operasi (antara lain *Management Dashboard*, absensi pegawai dan armada, penjadwalan, setoran, *analytic, report*) telah tercapai 95%. SIMA Operasi telah telah mengakomodir kebutuhan operasional Perusahaan yang kaitannya dengan pencatatan pendapatan Perusahaan dan akan terus mengalami *upgrade* sesuai kebutuhan sistem. SIMA Operasi sudah diimplementasikan pada seluruh cabang.

## Human Resource Information System

HRIS adalah aplikasi yang digunakan oleh Divisi Kapital Manusia Kantor Pusat dan tim SDM Kantor Cabang untuk melakukan proses administrasi pegawai. Seluruh data pegawai DAMRI sudah ada di dalam sistem ini. Aplikasi ini sudah digunakan di seluruh cabang.

## Smart Technology at Work

1. DAMRI Drive
2. Mailing
3. E-Office
4. E-Meeting
5. Virtual Conference
6. Employee Self Service (MyDAMRI)
7. Covid-19 Survey
8. Centralized Control Room

## Rencana Kerja Teknologi Informasi 2021

Berikut rencana kerja Divisi Teknologi Informasi secara umum pada tahun 2021 sebagaimana diuraikan dalam RKAP 2021:

| No | Program Kerja<br>Work Program | Target                                                                                                                                                                                                                                                                                                            |
|----|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Customer Service              | Membangun aplikasi <i>passenger information system</i> di titik keberangkatan pelanggan, seperti Kemayoran, Gambir, pool Lampung, Bandung, dan Pontianak<br><i>Build passenger information system applications at customer departure points, such as Kemayoran, Gambir, Lampung, Bandung, and Pontianak pools</i> |
| 2  | Operation Bus System          | Membangun sistem aplikasi operasional bus di Bandara Soekarno-Hatta<br><i>Build a bus operational application system at Soekarno-Hatta Airport</i>                                                                                                                                                                |

## Bus and Driver Deposit Management (SIMA Operation)

The creation of an operation administration information system or SIMA Operations (among others, *Management Dashboard*, employee and fleet attendance, scheduling, deposit, analytics, reports) has achieved 95% completion stage. SIMA Operations has accommodated the Company's operational needs related to recording the Company's revenue and will continue to upgrade according to system requirements. SIMA Operations have been implemented in all branches.

## Human Resource Information System

HRIS is an application used by the Human Capital Division of the Head Office and the HR team of the Branch Office to carry out employee administration processes. All DAMRI employee data is already in this system. This application is already being used in all branches.

## Smart Technology at Work

1. DAMRI Drive
2. Mailing
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8. Centralized Control Room

## Information Technology Work Plan 2021

The following is the general work plan of the Information Technology Division in 2021 as described in the 2021 RKAP:



| No | Program Kerja<br>Work Program                                                                                                                                                                                                                                      | Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3  | SIMA Keuangan yang terintegrasi<br><i>Integrated SIMA Finance</i>                                                                                                                                                                                                  | Membangun aplikasi ERP DAMRI untuk diterapkan di Kantor Pusat dan semua cabang<br><i>Build the DAMRI ERP application to be implemented at the Head Office and all branches</i>                                                                                                                                                                                                                                                                                                                                       |
| 4  | Digitalisasi Pajak<br><i>Tax Digitization</i>                                                                                                                                                                                                                      | Aplikasi Pembayaran dan pelaporan pajak secara tersistem dan terintegrasi dengan internal DAMRI<br><i>Payment application and tax reporting systemically and integrated with internal DAMRI</i>                                                                                                                                                                                                                                                                                                                      |
| 5  | Integrasi aplikasi payroll, forca, dan pajak<br><i>Integration of payroll, force, and tax applications</i>                                                                                                                                                         | Membuat API untuk pengintegrasian antar aplikasi<br><i>Creating APIs for integration between applications</i>                                                                                                                                                                                                                                                                                                                                                                                                        |
| 6  | Penguatan Infrastruktur Jaringan Kantor Pusat<br><i>Strengthening the Head Office Network Infrastructure</i>                                                                                                                                                       | Pembelian 9 perangkat <i>access point</i> kemudian akan dilakukan penggantian perangkat <i>access point</i> yang sudah usang dan pemasangan pada titik baru<br><i>Purchasing 9 access point devices will then replace the outdated access point devices and install them at new points</i>                                                                                                                                                                                                                           |
| 7  | Penguatan infrastruktur jaringan Cabang<br>( <i>Bandwidth Internet, VPN, Network Device</i> )<br><i>Branch network infrastructure strengthening (Internet Bandwidth, VPN, Network Device)</i>                                                                      | Sentralisasi manajemen jaringan komputer Perum DAMRI (Mikrotik RB750G untuk SD WAN / L2TP), agar akses dari ke aplikasi Damri lebih aman dan IT Kantor Pusat bisa memanajemen akses internet yang ada di kantor cabang agar dapat digunakan secara optimal<br><i>Centralized management of Perum DAMRI's computer network (Mikrotik RB750G for SD WAN / L2TP), so that access to the Damri application is safer and IT Head Office can manage internet access at branch offices so that it can be used optimally</i> |
| 8  | Penguatan <i>Security</i> Infrastruktur Jaringan, Server dan Aplikasi ( <i>Firewall, Monitoring &amp; Alert, Vulnerability</i> )<br><i>Strengthening Network Infrastructure Security, Servers and Applications (Firewall, Monitoring and Alert, Vulnerability)</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 9  | <i>Vulnerability Management</i>                                                                                                                                                                                                                                    | Membangun sistem keamanan yang terpusat dalam memantau celah keamanan pada <i>server, network, device user</i> , dan aplikasi Damri.<br><i>Build a centralized security system to monitor security vulnerabilities on servers, networks, device users, and Damri applications.</i>                                                                                                                                                                                                                                   |
| 10 | Alat Pendukung <i>Toolkit</i> Jaringan dan Server<br><i>Network and Server Toolkit Support Tools</i>                                                                                                                                                               | Dapat memenuhi kebutuhan alat dalam melakukan <i>tracking/maintenance/instalasi</i> jaringan<br><i>Can meet the needs of tools in tracking/maintenance/network installation</i>                                                                                                                                                                                                                                                                                                                                      |

| No | Program Kerja<br>Work Program                                                                  | Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 | <i>Control and Evaluation</i>                                                                  | <p>Perangkat berikut:<br/> <i>USB Wireless Adapter</i><br/> <i>Switch 8 Port</i><br/> <i>Switch 16 Port</i><br/> <i>Pengkabelan Listrik</i><br/> <i>Breket Custom</i><br/> <i>Converter DVI to HDMI</i><br/> <i>Kabel HDMI</i></p> <p><i>The following devices:</i><br/> <i>USB Wireless Adapter</i><br/> <i>8 Port Switch</i><br/> <i>16 Port Switch</i><br/> <i>Electrical Wiring</i><br/> <i>Custom Bracket</i><br/> <i>DVI to HDMI Converter</i><br/> <i>HDMI Cable</i></p> |
| 12 | <i>Subscribe Development Software Tools (Postman, Google API, Office 365, Apple Developer)</i> | <p>Untuk menggunakan Layanan MAP dari google API, kebutuhan untuk Absensi;<br/> <i>Subscribe Official Office 365 Selama 1 Tahun;</i><br/> <i>Pendaftaran untuk iOS Developer</i><br/> <i>To use MAP Service from google API, need for Attendance;</i><br/> <i>Subscribe Official Office 365 for 1 year; Registration for iOS Developer</i></p>                                                                                                                                  |
| 13 | <i>Video Conference</i>                                                                        | <p>sewa akun Zoom selama 1 tahun<br/> <i>Rent a zoom account for a year</i></p>                                                                                                                                                                                                                                                                                                                                                                                                 |
| 14 | <i>Eticketing</i>                                                                              | <ul style="list-style-type: none"> <li>- Pembuatan <i>Ticket box</i> untuk beberapa cabang</li> <li>- Pengadaan MPOS untuk kebutuhan penjualan tiket</li> <li>- <i>Making Ticket boxes for several branches</i></li> <li>- <i>Procurement of MPOS for ticket sales needs</i></li> </ul>                                                                                                                                                                                         |
| 15 | <i>Fleet Management</i>                                                                        | <ul style="list-style-type: none"> <li>- Mempermudah dalam pelacakan armada dan perhitungan kilometer dengan menggunakan GPS</li> <li>- Menyediakan harddisk untuk menunjang penyimpanan data kerja.</li> <li>- <i>Simplify fleet tracking and kilometer calculation using GPS</i></li> <li>- <i>Provide hard disk to support work data storage</i></li> </ul>                                                                                                                  |
| 16 | Komunikasi<br><i>Communicate</i>                                                               | <p>Menyediakan alat komunikasi antar armada dan koordinator lapangan<br/> <i>Providing communication tools between fleets and field coordinators</i></p>                                                                                                                                                                                                                                                                                                                        |
| 17 | Sistem Monitoring dan ruang Kontrol<br><i>Monitoring System and Control room</i>               | <p>Sistem CCPD (<i>Command Centre Perum DAMRI</i>)<br/> <i>Video Wall System (Screen, PC, Software)</i><br/> <i>Control Room</i></p>                                                                                                                                                                                                                                                                                                                                            |

## Pengadaan Barang dan Jasa

### Procurement of Goods and Services

Pada tahun 2020, Divisi Pengadaan Barang dan Jasa telah melakukan 18 pengadaan untuk alat produksi, 29 pengadaan umum, dan 12 pengadaan bidang teknologi informasi.

*In 2020, the Goods and Services Procurement Division has carried out 18 procurements for production equipment, 29 general procurements, and 12 procurements in the information technology sector.*

Tabel Pengadaan Alat Produksi Tahun 2020  
*Table of Procurement of Production Equipment in 2020*

| No | Uraian<br><i>Description</i>                                                                                                                                                                                                                                                                                                         | No/Tgl dan Nilai Kontrak<br><i>Contract number/date and value</i>             | User                                         | Penyedia<br><i>Supplier</i>           | Keterangan<br><i>Description</i> |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------|---------------------------------------|----------------------------------|
| 1  | Pengadaan 20 Unit Mikrobus Toyota Hiace Commuter Manual untuk Angkutan KSPN di Medan dan Yogyakarta<br><i>Procurement of 20 Toyota Hiace Commuter Manual Microbus Units for KSPN Transportation in Medan and Yogyakarta</i>                                                                                                          | 3248.00/KU.103/SPK/00/LP/2020<br>25 Februari 2020<br><b>9.130.400.000,00</b>  | Divisi Operasi<br><i>Operations Division</i> | PT Tunas Ridean Tbk Cabang Jatinegara | Terlaksana<br><i>Done</i>        |
| 2  | Pengadaan 3 unit Mikrobus Toyota Hiace Commuter Manual untuk Angkutan KSPN di Serang Banten<br><i>Procurement of 3 units of Micro Bus Toyota Hiace Commuter Manual for KSPN Transportation in Serang Banten</i>                                                                                                                      | 3249.00/KU.103/SPK/00/LP/2020<br>26 Februari 2020<br><b>1.313.010.000,00</b>  | Divisi Operasi<br><i>Operations Division</i> | PT Plaza Auto Prima Cabang Pemuda     | Terlaksana<br><i>Done</i>        |
| 3  | Pengadaan 28 Unit Mikrobus Toyota Hiace Commuter Manual untuk Angkutan KSPN di Pangkal Pinang, Serang, Malang, Halmahera, Kendari, Manado, dan Makassar<br><i>Procurement of 28 Toyota Hiace Commuter Manual Micro Bus Units for KSPN Transportation in Pangkal Pinang, Serang, Malang, Halmahera, Kendari, Manado, and Makassar</i> | 3250.00/KU.103/SPK/00/LP/2020<br>26 Februari 2020<br><b>12.330.790.000,00</b> | Divisi Operasi<br><i>Operations Division</i> | Tunas Ridean, Tbk Cabang Jatinegara   | Terlaksana<br><i>Done</i>        |

| No | Uraian<br>Description                                                                                                                                                                                               | No/Tgl dan Nilai Kontrak<br>Contract number/date and value                   | User                                                                                           | Penyedia<br>Supplier                                | Keterangan<br>Description                                                                                                                                                                                                                                            |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4  | Pengadaan 4 unit Mikrobus Toyota Hiace Commuter Manual untuk Angkutan KSPN di Pangkal Pinang<br><i>Procurement of 4 units of Toyota Hiace Commuter Manual Microbus for KSPN Transportation in Pangkal Pinang</i>    | 3251.00/KU.103/SPK/00/LP/2020<br>26 Februari 2020<br><b>1.801.500.000,00</b> | Divisi Operasi<br><i>Operations Division</i>                                                   | PT Astra International Cabang Menara Astra Sudirman | Kontrak dibatalkan karena Penyedia tidak dapat menyiapkan unit kendaraan dan Penyedia diberi sanksi <i>Black List</i><br><i>The contract was canceled because the Provider was unable to prepare a vehicle unit and the Provider was penalized with a Black List</i> |
| 5  | Rekondisi 15 unit BRT menjadi Bus Reguler untuk Pelayanan AKAP di Makassar<br><i>Recondition 15 BRT units into Regular Buses for AKAP Services in Makassar</i>                                                      | 3279.00/KU.103/SPK/00/LP/2020<br>28 Februari 2020<br><b>3.375.000.000,00</b> | Divisi Perencanaan dan Fasilitas Teknik<br><i>Engineering Planning and Facilities Division</i> | CV New Cahaya Timur Makassar                        | Terlaksana<br><i>Done</i>                                                                                                                                                                                                                                            |
| 6  | Rekondisi 23 unit BRT menjadi Bus Reguler untuk Pelayanan AKAP untuk Cabang Bandara Soekarno Hatta<br><i>Recondition 23 BRT units into Regular Buses for AKAP Services for Soekarno Hatta Airport Branch Cabang</i> | <b>6.497.500.000,00</b>                                                      | Divisi Perencanaan dan Fasilitas Teknik<br><i>Engineering Planning and Facilities Division</i> | PT Asian Auto International                         | Proses Pengadaan hanya sampai penerbitaan SPPBJ karena pekerjaan ditunda akibat adanya Covid-19<br><i>The Procurement process is only until the issuance of SPPBJ because work is postponed due to Covid-19</i>                                                      |



| No | Uraian<br><i>Description</i>                                                                                                                                                                                                                             | No/Tgl dan Nilai Kontrak<br><i>Contract number/date and value</i>      | User                                                                                           | Penyedia<br><i>Supplier</i>         | Keterangan<br><i>Description</i>                                                                                                                                                                                                 |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7  | Rekondisi 25 unit BRT menjadi Bus Reguler untuk Pelayanan AKAP untuk Cabang Palembang dan Bandung<br><i>Recondition 25 BRT units into Regular Buses for AKAP Services for Palembang and Bandung Branches</i>                                             | <b>6.472.500.000,00</b>                                                | Divisi Perencanaan dan Fasilitas Teknik<br><i>Engineering Planning and Facilities Division</i> | CV Anugrah Multi Solusi Teknik      | Proses Pengadaan hanya sampai penerbitan SPPBJ karena pekerjaan ditunda akibat adanya Covid-19<br><i>The Procurement process is only until the issuance of SPPBJ because work is postponed due to Covid-19</i>                   |
| 8  | Rekondisi Body Baru Bus Besar Kode 5680 untuk Angkutan Antar Kota Cabang Palembang<br><i>New Body Reconditioning of Big Bus Code 5680 for Palembang Branch Inter-City Transportation</i>                                                                 | 3300.00/KU.103/SPK/00/LP/2020<br>16 Juni 2020<br><b>380.000.000,00</b> | Divisi Perencanaan dan Fasilitas Teknik<br><i>Engineering Planning and Facilities Division</i> | CV Anugrah Multi Solusi Teknik      | Terlaksana<br><i>Done</i>                                                                                                                                                                                                        |
| 9  | Pengadaan Oven Pengecatan Kendaraan dan Spray Booth Bekas untuk Perlengkapan Bengkel Body Repair di Kantor Cabang Medan<br><i>Procurement of Used Vehicle Painting Ovens and Spray Booths for Body Repair Workshop Equipment at Medan Branch Offices</i> | <b>800.000.000,00</b>                                                  | Divisi Perencanaan dan Fasilitas Teknik<br><i>Engineering Planning and Facilities Division</i> | PT Rahayu Sentosa Karoseri di Bogor | Proses pengadaan ditunda karena Spesifikasi dan Anggaran tidak sesuai dengan penawaran dari penyedia<br><i>The procurement process is delayed because the Specifications and Budget do not match the offer from the provider</i> |
| 10 | Pengadaan Suku Cadang Kendaraan Merk Hino melalui Program Vendor Head Stock (VHS)<br><i>Procurement of Hino Brand Vehicle Parts through the Vendor Head Stock (VHS) Program</i>                                                                          | 3307.00/KU.103/SPK/00/LP/2020<br>1 Juli 2020<br><b>Price List</b>      | Divisi Perencanaan dan Fasilitas Teknik<br><i>Engineering Planning and Facilities Division</i> | PT Hino Motors Sales Indonesia      | Terlaksana<br><i>Done</i>                                                                                                                                                                                                        |

| No | Uraian<br>Description                                                                                                                                                                      | No/Tgl dan Nilai Kontrak<br>Contract number/date and value                           | User | Penyedia<br>Supplier                     | Keterangan<br>Description |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------|------------------------------------------|---------------------------|
| 11 | Pengadaan Sewa Alat Produksi untuk Angkutan Barang Perintis di Natuna<br><i>Procurement of Production Equipment Rental for Pioneer Goods Transportation in Natuna</i>                      | 3316.00/KU.103/SPK/00/LP/2020<br>22 Juli 2020<br><b>427.875.000,00</b>               |      | PT Sarana Bandar Nasional Cabang Natuna  | Terlaksana<br><i>Done</i> |
| 12 | Pekerjaan Bongkar Muat Barang Perintis di Pelabuhan Lampa Natuna<br><i>Pioneer Loading and Unloading Work at Lampa Natuna Port</i>                                                         | 3316.01/KU.103/SPK/00/LP/2020<br>22 Juli 2020<br><b>116.250.000,00</b>               |      | PT Sarana Bandar Nasional Cabang Natuna  | Terlaksana<br><i>Done</i> |
| 13 | Pengadaan Sewa Menyewa Alat Produksi untuk Angkutan Alat Produksi di Merauke<br><i>Procurement of Rental of Production Equipment for Transportation of Production Equipment in Merauke</i> | 163/KU.103/SPK/00/GM/2020<br>2 September 2020<br><b>1.156.250.000,00</b>             |      | PT Sarana Bandar Logistik Cabang Merauke | Terlaksana<br><i>Done</i> |
| 14 | Pekerjaan Bongkar Muat Barang Perintis di Merauke<br><i>Pioneer Loading and Unloading Jobs in Merauke</i>                                                                                  | 162/KU.103/SPK/00/GM/2020<br>2 September 2020<br><b>251.010.000,00</b>               |      | PT Sarana Bandar Logistik Cabang Merauke | Terlaksana<br><i>Done</i> |
| 15 | Pengadaan Sewa Menyewa Alat Produksi untuk Angkutan Alat Produksi di Timika<br><i>Procurement of Rental of Production Equipment for Transportation of Production Equipment in Timika</i>   | 131/KU.103/SPK/56/GM/2020<br>7 September 2020<br><b>231.000.000,00</b>               |      | PT. Sarana Bandar Logistik Cabang Timika | Terlaksana<br><i>Done</i> |
| 16 | Pekerjaan Bongkar Muat Barang Perintis di Timika<br><i>Pioneer Loading and Unloading Jobs in Timika</i>                                                                                    | 132/KU.103/SPK/56/GM/2020<br>7 September 2020<br><b>306.281.250,00</b>               |      | PT. Sarana Bandar Logistik Cabang Timika | Terlaksana<br><i>Done</i> |
| 17 | Pengadaan Suku Cadang Kendaraan Merk Hino melalui National Part Price Catalog (NPPC)<br><i>Procurement of Hino Brand Vehicle Parts through the National Part Price Catalog (NPPC)</i>      | 3346.00/KU.103/SPK/00/LP/2020<br>29 September 2020<br><b>Discount 15% Price List</b> |      | PT Hino Motors Sales Indonesia           | Terlaksana<br><i>Done</i> |

| No | Uraian<br>Description                                                                                                                                                                                                                                                                  | No/Tgl dan Nilai Kontrak<br>Contract number/date and value                | User | Penyedia<br>Supplier           | Keterangan<br>Description |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|------|--------------------------------|---------------------------|
| 18 | Pekerjaan Rekondisi Ubah Cowl Depan & Belakang Bus Besar AC Eksekutif 1 unit Kode Bus 5972 untuk Angkutan Antar Kota Cabang Bandung<br><i>Reconditioning Works Change Front &amp; Rear Cowl Big Bus AC Executive 1 unit Bus Code 5972 for Inter-City Transportation Bandung Branch</i> | 3316.00/KU.103/SPK/00/LP/2020<br>22 Oktober 2020<br><b>248.000.000,00</b> |      | CV Anugrah Multi Solusi Teknik | Terlaksana<br><i>Done</i> |

Tabel Pengadaan Umum Tahun 2020  
General Procurement Table 2020

| No | Uraian<br>Description                                                                                                                                                                                     | No/Tgl dan Nilai Kontrak<br>Contract number/date and value                                                                                                      | User                                                                                                        | Penyedia<br>Supplier       | Keterangan<br>Description |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------|
| 1  | Pengadaan Jasa Audit Eksternal dan Sertifikasi ISO 45001:2018 Perum DAMRI Tahun 2019<br><i>Procurement of External Audit Services and ISO 45001:2018 Perum DAMRI Certification in 2019</i>                | <b>Kontrak</b><br>0020.00/KU.103/SPK/00/LP/2019<br>4 November 2019<br><b>Rp 185.900.000,00</b><br><b>Adendum</b><br>3284.00/KU.103/SPK/00/LP/2020<br>6 Mei 2020 | Divisi Keselamatan<br><i>Safety Division</i>                                                                | PT TUV Rheinland Indonesia | Terlaksana<br><i>Done</i> |
| 2  | Pekerjaan Jasa Konsultan Aktuaria PSAK 24 Tahun 2020<br><i>PSAK 24 Year 2020 Actuarial Consultant Services</i>                                                                                            | <b>SPK</b><br>0022.00/KU.103/SPK/00/LP/2019<br>14 November 2019<br><b>Rp 28.000.000,00</b>                                                                      | Divisi Kapital Manusia<br><i>HR</i>                                                                         | PT Bestama Aktuaria        | Terlaksana<br><i>Done</i> |
| 3  | Pekerjaan Rehabilitasi Kantor Cabang Pangkalpinang dan Pekerjaan Ruang Tunggu serta Toilet Penumpang<br><i>Pangkalpinang Branch Office Rehabilitation Work and Waiting Room and Passenger Toilet Work</i> | <b>Kontrak</b><br>0037.00/KU.103/SPK/00/LP/2019 dan 014/CV.IP/XII-2019<br>30 Desember 2019<br><b>Rp 245.000.000,00</b>                                          | Kantor Cabang Pangkalpinang<br><i>Pangkalpinang Branch office</i>                                           | CV Indhi Pratama           | Terlaksana<br><i>Done</i> |
| 4  | Pengadaan Jasa Konsultansi di Bidang Hukum<br><i>Procurement of Consulting Services in the Field of Law</i>                                                                                               | <b>SPK</b><br>0036.01/KU.103/SPK/00/LP/2020<br>10 Januari 2020<br><b>Rp 70.000.000,00</b>                                                                       | Divisi Perencanaan Korporasi dan Manajemen Risiko<br><i>Corporate Planning and Risk Management Division</i> | HHP Law Firm               | Terlaksana<br><i>Done</i> |

| No | Uraian<br>Description                                                                                                                                                                    | No/Tgl dan Nilai Kontrak<br>Contract number/date<br>and value                                                                                                                 | User                                                                                                        | Penyedia<br>Supplier           | Keterangan<br>Description |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------|
| 5  | Pekerjaan Berkeberkelanjutan Renovasi Lantai Dasar dan Lobby Perum Damri Kantor Pusat<br><i>Continuing Work on Renovation of Ground Floor and Lobby of Perum Damri Head Office</i>       | <b>Kontrak</b><br>0034.00/KU.103/SPK/<br>00/LP/2020<br>15 Januari 2020<br><b>Rp 12.330.790.000,00</b>                                                                         | Divisi Umum<br><i>General Division</i>                                                                      | CV Pangeran Napoleon Perkasa   | Terlaksana<br><i>Done</i> |
| 6  | Adendum Pertama KAP<br><i>KAP's first addendum</i>                                                                                                                                       | 3244.00/KU.103/SPK/<br>00/LP/2020<br>13 Februari 2020                                                                                                                         | Divisi Akutansi<br><i>Accounting Division</i>                                                               | KAP Budiman Wawan Pamudji      | Terlaksana<br><i>Done</i> |
| 7  | Pengadaan Jasa Penyusunan Laporan Tahunan (Annual Report) 2019<br><i>Procurement of 2019 Annual Report Preparation Services</i>                                                          | <b>Kontrak</b><br>3245.00/KU.103/SPK/<br>00/LP/2020<br>15 Februari 2020<br><b>Rp 189.200.000,00</b><br><br><b>Adendum</b><br>3308.00/KU.103/SPK/<br>00/LP/2020<br>1 Juli 2020 | Divisi Sekretariat Perusahaan<br><i>Corporate Secretariat Division</i>                                      | PT Adikarya Gemilang Solusindo | Terlaksana<br><i>Done</i> |
| 8  | Tenaga Outsourcing Pramudi dan Asisten Pramudi untuk KSPN<br><i>Stewardess Outsourcing and Assistant Stewardess for KSPN</i>                                                             | <b>Kontrak</b><br>3252.00/UM.001/SPK/<br>00/LP/2020 dan<br>DPP/DP/PERJ/005/III/20<br>28 Februari 2020<br><b>Rp 3.375.000.000,00</b>                                           | Divisi Kapital Manusia<br><i>Human Capital Division</i>                                                     | PT Dutagaruda Piranti          | Terlaksana<br><i>Done</i> |
| 9  | Adendum Kedua KAP<br><i>KAP'S second addendum</i>                                                                                                                                        | 3252.01/KU.103/SPK/<br>00/LP/2020 dan<br>S-040.A/KAP-BWP/<br>III/2020<br>3 Maret 2020<br><b>Rp 36.666.000,00</b>                                                              | Divisi Akuntansi<br><i>Accounting Division</i>                                                              | KAP Budiman Wawan Pamudji      | Terlaksana<br><i>Done</i> |
| 10 | Pengadaan Jasa Konsultan Pengembangan Bisnis Non-Fare Box Advertising Perum DAMRI<br><i>Procurement of Non-Fare Box Advertising Business Development Consultant Services Perum DAMRI</i> | <b>Kontrak</b><br>3282.00/KU.103/SPK/<br>00/LP/2020<br>4 Maret 2020<br><b>Rp 190.300.000,00</b>                                                                               | Divisi Perencanaan Korporasi dan Manajemen Risiko<br><i>Corporate Planning and Risk Management Division</i> | PT Bina Infra Antarnusa        | Terlaksana<br><i>Done</i> |



| No | Uraian<br>Description                                                                                                                                                                            | No/Tgl dan Nilai Kontrak<br>Contract number/date and value                                                                                                    | User                                                                                                        | Penyedia<br>Supplier              | Keterangan<br>Description |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------|
| 11 | Pengadaan Konsultan Digital Marketing Perum DAMRI 2020<br><i>Procurement of Digital Marketing Consultant for Perum DAMRI 2020</i>                                                                | <b>Kontrak</b><br>3254.00/KU.103/SPK/00/LP/2020<br>15 Januari 2020<br><b>Rp 497.500.000,00</b>                                                                | Divisi Perencanaan Korporasi dan Manajemen Risiko<br><i>Corporate Planning and Risk Management Division</i> | PT Artemis Kreasi Gemilang        | Terlaksana<br><i>Done</i> |
| 12 | Pengadaan Jasa <i>Assessment</i> Posisi Kepala Sub Divisi Manajemen Risiko Perum DAMRI<br><i>Procurement of Assessment Services Position Head of Risk Management Sub Division of Perum DAMRI</i> | <b>SPK</b><br>3255.00/KU.103/SPK/00/LP/2020 dan 001/SPK/MOV/03/20<br>13 Maret 2020<br><b>Rp 17.850.000,00</b>                                                 | Divisi Kapital Manusia<br><i>Human Capital Division</i>                                                     | CV Motivational Living Indonesia  | Terlaksana<br><i>Done</i> |
| 13 | Adendum Tenaga Kerja <i>Outsourcing Front Liner</i> Kantor Cabang Basoeta<br><i>Basoetta Branch Office Outsourcing Frontliner Workforce Addendum</i>                                             | 3274.00/KU.103/SPK/00/LP/2020 dan 27.177/ADD/PKS/BKP-LEGAL/IV/2020<br>8 April 2020                                                                            | Divisi Kapital Manusia dan Cabang Basoeta<br><i>Human Capital Division and branch Basoeta</i>               | PT Binayasa Karya Pratama         | Terlaksana<br><i>Done</i> |
| 14 | Pengadaan Jasa Advokat atau Konsultan Hukum<br><i>Procurement of Advocate or Legal Consultant Services</i>                                                                                       | <b>Kontrak</b><br>3293.00/KU.103/SPK/00/LP/2020 dan 081/HPS/V/2020<br>19 Mei 2020<br><b>Rp 264.000.000,00</b><br><br>016/SPMK/DLP-DAMRI/V/2020<br>27 Mei 2020 | Divisi Hukum<br><i>Legal division</i>                                                                       | Husin-Pongkor-Simbolon Law Office | Terlaksana<br><i>Done</i> |
| 15 | Jasa Appraisal Penghapusbukuan Alat Produksi Tidak Produktif Tahun 2019 Perum DAMRI<br><i>Appraisal Services for Writing Off Non-Productive Production Equipment in 2019 Perum DAMRI</i>         | <b>Kontrak</b><br>3296.00/KU.103/SPK/00/LP/2020 dan 0016/KK-A/SSR-01/519/V/20<br>27 Mei 2020<br><b>Rp 134.200.000,00</b>                                      | Divisi Perencanaan dan Fasilitas Teknik<br><i>Engineering Planning and Facilities Division</i>              | KJPP Susanto Salman dan Rekan     | Terlaksana<br><i>Done</i> |

| No | Uraian<br>Description                                                                                                                                                                                             | No/Tgl dan Nilai Kontrak<br>Contract number/date<br>and value                                                         | User                                                                 | Penyedia<br>Supplier                                            | Keterangan<br>Description                                              |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------|
| 16 | Penyewaan 1 (satu) Unit Kendaraan Operasional Direksi Perum DAMRI Tahun 2020 (Repeat Order)<br><i>Rental of 1 (one) Operational Vehicle Unit for the Board of Directors of Perum DAMRI in 2020 (Repeat Order)</i> | <b>Kontrak</b><br>3299.00/KU.103/SPK/00/LP/2020 dan 28/CTU-DAMRI/VI/2020<br>15 Juni 2020<br><b>Rp 633.000.000,00</b>  | Divisi Umum<br><i>General Division</i>                               | PT Cakra Transport Utama                                        | Terlaksana<br><i>Done</i>                                              |
| 17 | Pengadaan Notaris atas Rencana Perjanjian Kredit Modal Kerja (KMK) dengan Bank Mandiri<br><i>Notary Procurement of the Planned Working Capital Credit Agreement (KMK) with Bank Mandiri</i>                       | <b>Kontrak</b><br>3301.00/KU.103/SPK/00/LP/2020 dan 07/NOT/VI/2020<br>17 Juni 2020<br><b>Rp 167.000.000,00</b>        | Divisi Keuangan<br><i>Finance Division</i>                           | Notaris Otty Hari Chandra Ubayani, SH                           | Terlaksana<br><i>Done</i>                                              |
| 18 | Pengadaan Konsultan Jasa Assessment independen GCG DAMRI Tahun 2019<br><i>Procurement of Independent GCG DAMRI Assessment Services Consultant in 2019</i>                                                         | <b>Kontrak</b><br><br>17 Juni 2020<br><b>Rp 132.220.000,00</b>                                                        | Divisi Sekretariat Perusahaan<br><i>Company Secretariat Division</i> | PT Adikarya Gemilang Solusindo                                  | Terlaksana<br><i>Done</i>                                              |
| 19 | Sewa Lahan Kramat<br><i>Land rent</i>                                                                                                                                                                             |                                                                                                                       | Divisi Umum<br><i>General Division</i>                               | PT Angkasa Propertindo                                          | Tidak Ada Perpanjangan Sewa Lahan<br><i>No Extension of Land Lease</i> |
| 20 | Pengadaan KAP Tahun Buku 2020<br><i>Procurement of KAP for Fiscal Year 2020</i>                                                                                                                                   | <b>Kontrak</b><br>3396.00/UM.001/SPK/00/LP/2020 dan PK/010/XII/2020/PD<br>4 Desember 2020<br><b>Rp 396.000.000,00</b> | Divisi Akutansi<br><i>Accounting Division</i>                        | KAP Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan | Terlaksana<br><i>Done</i>                                              |
| 21 | Pengadaan Jasa Konsultan dan Dokumen ISO 37001:2016 Tahun 2020<br><i>Procurement of Consultant Services and Documents ISO 37001:2016 year 2020</i>                                                                | <b>SPK</b><br>330.00/KU.103/SPK/00/LP/20 & 518/NC INDONESIA/VIII/2020<br>14 Agustus 2020<br><b>Rp 36.300.000,00</b>   | Divisi Sekretariat Perusahaan<br><i>Company Secretariat Division</i> | PT Neville Clarke                                               | Terlaksana<br><i>Done</i>                                              |

| No | Uraian<br>Description                                                                                                                                                                                                                                            | No/Tgl dan Nilai Kontrak<br>Contract number/date<br>and value                                                                | User                                                                   | Penyedia<br>Supplier             | Keterangan<br>Description |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------|---------------------------|
| 22 | Pengadaan Jasa Konsultan dan Dokumen ISO 9001:2015 Tahun 2020<br><i>Procurement of Consultant Services and ISO 9001:2015 Documents in 2020</i>                                                                                                                   | <b>Kontrak</b><br>3329.00/KU.103/SPK/00/LP/2020 & 519/ NC INDONESIA/VIII/2020<br>14 Agustus 2020<br><b>Rp 123.000.000,00</b> | Divisi Pelayanan dan Keselamatan<br><i>Service and Safety Division</i> | PT Neville Clarke                | Terlaksana<br><i>Done</i> |
| 23 | Pengadaan Jasa Training<br><i>Procurement of Training Services</i>                                                                                                                                                                                               | <b>SPK</b><br>3344.00/KU.103/SPK/00/LP/2020 & 080/DDI-DAMRI/BIP/IX/2020<br>21 September 2020<br><b>Rp 57.475.000,00</b>      | Divisi Kapital Manusia<br><i>Human Capital Division</i>                | PT Daya Dimensi Indoneisa        | Terlaksana<br><i>Done</i> |
| 24 | Kontrak Pengadaan Jasa Assessment Potensi dan Kompetensi Karyawan untuk Kebutuhan Kaderisasi di Perum DAMRI Tahun 2020<br><i>Contract for Procurement of Employee Potential and Competency Assessment Services for Cadreization Needs at Perum DAMRI in 2020</i> | <b>SPK</b><br>3355.00/KU.103/SPK/00/LP/2020 & 001/SPK-DAMRI/MOV/10/20<br>8 Oktober 2020<br><b>Terlampir</b>                  | Divisi Kapital Manusia<br><i>Human Capital Division</i>                | CV Motivational Living Indonesia | Terlaksana<br><i>Done</i> |
| 25 | Pengadaan Alat Keselamatan dan Rambu Tanggap Darurat<br><i>Procurement of Safety Equipment and Emergency Response Signs</i>                                                                                                                                      | <b>SPK</b><br>3372.00/KU.103/SPK/00/LP/2020<br>20 Oktober 2020<br><b>Rp 32.307.000,00</b>                                    | Divisi Pelayanan dan Keselamatan<br><i>Service and Safety Division</i> | CV Tempat Kita                   | Terlaksana<br><i>Done</i> |
| 26 | Pengadaan 4 Laptop dan 4 PC Desktop<br><i>Procurement of 4 Laptops and 4 Desktop PCs</i>                                                                                                                                                                         | 16 November 2020<br><b>Rp 57.475.000,00</b>                                                                                  | Divisi Umum<br><i>General Division</i>                                 | PT Bersatu Selaras Bersama (BSB) | Terlaksana<br><i>Done</i> |
| 27 | Pengadaan Jasa Konsultan Independen terkait Pendanaan atas Rencana Investasi Bus Angkutan KSPN & Perintis<br><i>Procurement of Independent Consultant Services related to Funding for the KSPN &amp; Pioneer Transport Bus Investment Plan</i>                   | <b>SPK</b><br>3395.00/KU.103/SPK/00/LP/2020 & NO. 014/SPK-FS/0.1-PVN/XI/30<br>26 November 2020<br><b>Rp 172.000.000,00</b>   | Divisi Pengembangan Bisnis<br><i>Business Development Division</i>     | PT Provalindo Nusa               | Terlaksana<br><i>Done</i> |

| No | Uraian<br>Description                                                                                         | No/Tgl dan Nilai Kontrak<br>Contract number/date<br>and value                                                            | User                                                                   | Penyedia<br>Supplier                            | Keterangan<br>Description |
|----|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------|---------------------------|
| 28 | Pengadaan Sertifikasi ISO 9001:2015<br><i>Procurement of ISO 9001:2015 Certification</i>                      | <b>SPK</b><br>3446.00/KU.103/SPK/00/LP/2020<br><br>8 Desember 2020<br><b>Rp 43.500.000,00</b>                            | Divisi Pelayanan dan Keselamatan<br><i>Service and Safety Division</i> | PT TUV Rheinland Indonesia                      | Terlaksana<br><i>Done</i> |
| 29 | Pengadaan Jasa Penilaian Aset 190 unit Bus<br><i>Procurement of Asset Valuation Services 190 units of Bus</i> | <b>PKS</b><br>3453.00/PR.001/SPK/00/LP/2020 & NO.446/NSR-SU/XII/2020<br><br>22 Desember 2020<br><b>Rp 121.000.000,00</b> | Divisi Keuangan<br><i>Finance Division</i>                             | KJPP Nanang Rahayu Sigit Paryanto & Rekan (NSR) | Terlaksana<br><i>Done</i> |

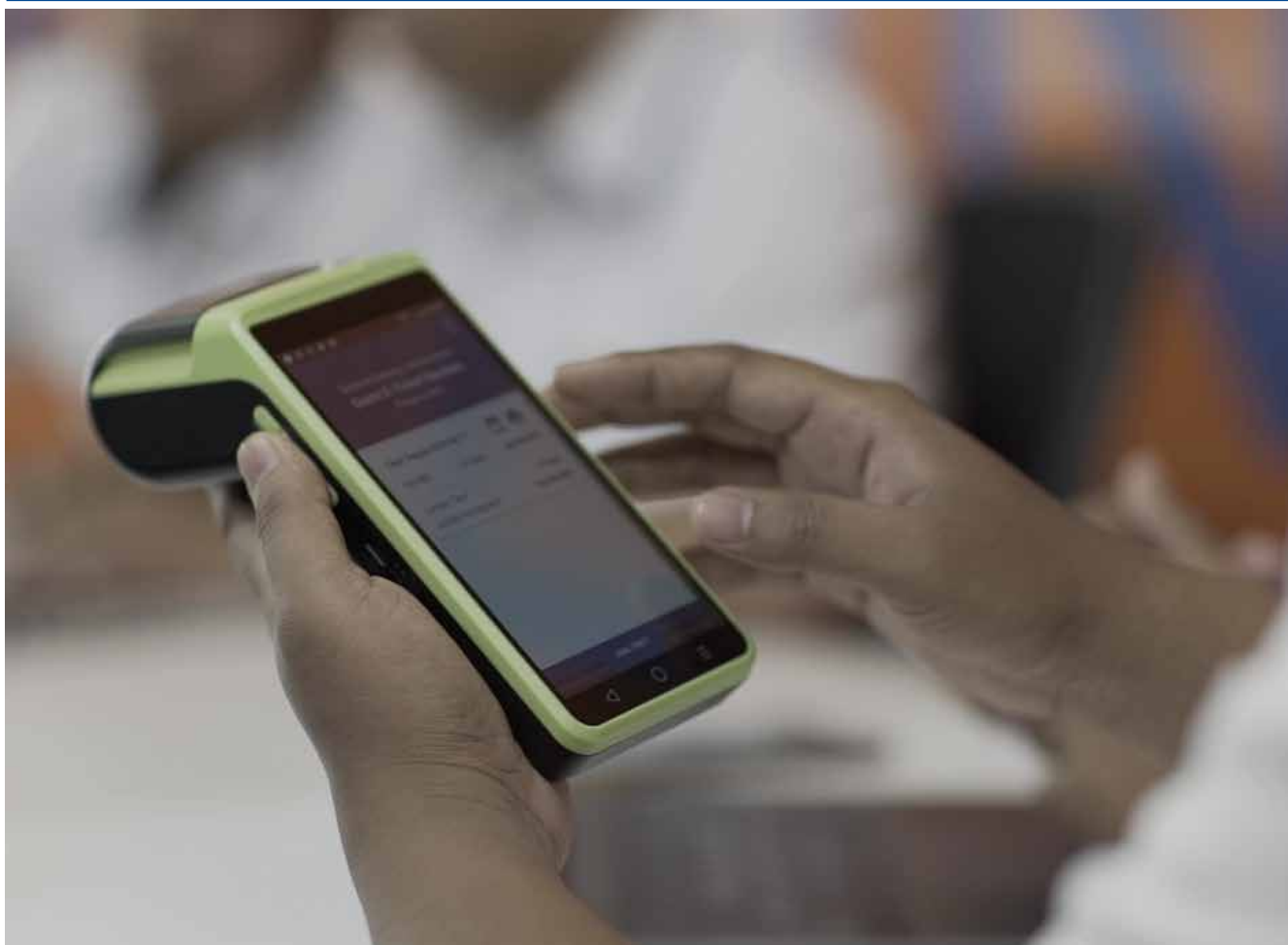
Tabel Pengadaan Bidang Teknologi Informasi Tahun 2020  
*Information Technology Sector Procurement Table 2020*

| No | Uraian<br>Description                                                                                                                                                                  | No/Tgl dan Nilai Kontrak<br>Contract number/date<br>and value                            | User                                                    | Penyedia<br>Supplier       | Keterangan<br>Description                                        |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------------------|------------------------------------------------------------------|
| 1  | Pengadaan Aplikasi <i>Human Resource (HR) Database dan Payroll System</i> Perum DAMRI<br><i>Procurement of Human Resource (HR) Database Application and Payroll System Perum DAMRI</i> | <b>SPK</b><br>3256.00/KU.103/SPK/00/LP/2020<br>13 Maret 2020<br><b>Rp 760.000.000,00</b> | Divisi Kapital Manusia<br><i>Human Capital Division</i> | PT Info Bisnis Solusi      | Terlaksana<br><i>Done</i>                                        |
| 2  | Perpanjangan lisensi Barracuda <i>Security Mail Gateway</i> Kantor Pusat Perum DAMRI<br><i>Barracuda Security mail Gateway license renewal Perum DAMRI Head Office</i>                 | <b>SPK</b><br>3276.00/KU.103/SPK/00/LP/2020<br>16 April 2020<br><b>Rp 34.809.500,00</b>  | Divisi Teknologi Informasi<br><i>IT Division</i>        | PT Exa Teknologi Indonesia | Terlaksana<br><i>Done</i>                                        |
| 3  | Pengadaan <i>Global Positioning System (GPS) dan Closed Circuit Television (CCTV)</i><br><i>Procurement of Global Positioning System (GPS) and Closed Circuit Television (CCTV)</i>    |                                                                                          | Divisi Teknologi Informasi<br><i>IT Division</i>        | PT Sumbermas Autorindo     | Proses penetapan pemenang<br><i>Winner determination process</i> |



| No | Uraian<br>Description                                                                                                                                                                                              | No/Tgl dan Nilai Kontrak<br>Contract number/date<br>and value                                        | User                                                                   | Penyedia<br>Supplier               | Keterangan<br>Description                                                                                                                    |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 4  | Pengadaan <i>Network Firewall</i> Untuk Menjaga Keamanan Jaringan dan <i>Server Database</i> Perum DAMRI<br><i>Procurement of Network Firewall to Maintain Network and Database Server Security of Perum DAMRI</i> | <b>SPK</b><br>3306.00/KU.103/SPK/<br>00/LP/2020<br>1 Juli 2020<br><b>Rp 123.000.000</b>              | Divisi Teknologi Informasi<br><i>IT Division</i>                       | PT Exa Teknologi Indonesia         | Proses SPPBJ<br><i>On SPPBJ process</i>                                                                                                      |
| 5  | Adendum Pendampingan Forca<br><i>Addendum Mentoring Force</i>                                                                                                                                                      |                                                                                                      | Divisi Akuntansi<br><i>Finance Division</i>                            | KAP Joachim dan Rekan              | Dihentikan sementara sampai menunggu permintaan untuk dilanjutkan dari User<br><i>Paused until waiting for request to continue from User</i> |
| 6  | Layanan <i>Manage Service Call Center</i> Perum DAMRI Tahun 2020<br><i>Perum DAMRI Call Center Manage Service in 2020</i>                                                                                          | <b>SPK</b><br>0038.00/KU.103/SPK/<br>00/LP/2019<br><b>Rp 23.463.000</b>                              | Divisi Pelayanan dan Keselamatan<br><i>Service and Safety Division</i> | PT Telekomunikasi Indonesia Tbk    | Terlaksana<br><i>Done</i>                                                                                                                    |
| 7  | Penyediaan Nomor Akses <i>Call Center</i> 1500825<br><i>Provision of Call Center Access Number 1500825</i>                                                                                                         | <b>SPK</b><br>0035.00/KU.103/SPK/<br>00/LP/2020<br><b>Rp 4.950.000</b>                               | Divisi Pelayanan dan Keselamatan<br><i>Service and Safety Division</i> | PT Infomedia Nusantara (Infomedia) | Terlaksana<br><i>Done</i>                                                                                                                    |
| 8  | Adendum Surat Perintah Kerja (SPK) Layanan <i>Manage Service Call Center</i><br><i>Addendum to Work Order (SPK) Manage Service Call Center Service</i>                                                             | 3272.00/KU.103/SPK/<br>00/LP/2020 &<br>K.TEL.03-0922/HK.<br>820/DES-TMS/2020<br><b>Rp 23.463.000</b> | Divisi Pelayanan dan Keselamatan<br><i>Service and Safety Division</i> | PT Telekomunikasi Indonesia Tbk    | Terlaksana<br><i>Done</i>                                                                                                                    |
| 9  | Pekerjaan Pengadaan Internet Service Provider (ISP)<br><i>Internet Service Provider (ISP) Procurement Jobs</i>                                                                                                     | <b>SPK</b><br>3310.00/KU.103/SPK/<br>00/LP/2020<br>13 Juli 2020<br><b>Rp 72.200.000</b>              | Divisi Teknologi Informasi<br><i>Information Technology Division</i>   | PT Bali Towerindo Sentra Tbk       | Terlaksana<br><i>Done</i>                                                                                                                    |

| No | Uraian<br>Description                                                                                                                                             | No/Tgl dan Nilai Kontrak<br>Contract number/date<br>and value                                                                                               | User                                                                 | Penyedia<br>Supplier   | Keterangan<br>Description |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------|---------------------------|
| 10 | Addendum pertama perpanjangan Kontrak HR Database dan Payroll System<br><i>The first addendum to the extension of the HR Database and Payroll System Contract</i> | <b>Addendum</b><br>3340.00/KU.103/SPK/<br>LP/2020<br>1 September 2020<br><b>Rp 43.500.000</b>                                                               | Divisi Kapital Manusia<br><i>Human Capital Division</i>              | PT Info Bisnis Solusi  | Terlaksana<br><i>Done</i> |
| 11 | Pengadaan sewa Aplikasi Perpajakan<br><i>Procurement of Tax Application rental</i>                                                                                | <b>Kontrak</b><br>3352.00/KU.103/SPK/<br>00/LP/2020<br>7 Oktober 2020<br><b>Rp 349.800.000,00</b>                                                           | Divisi Keuangan<br><i>Finance Division</i>                           | PT Mitra Pajakku       | Terlaksana<br><i>Done</i> |
| 12 | Pengadaan Lanjutan GPS dan CCTV untuk 100 armada Perum DAMRI<br><i>Advanced Procurement of GPS and CCTV for 100 Perum DAMRI fleets</i>                            | <b>Kontrak</b><br>3352.00/KU.103/SPK/<br>00/LP/2020<br>7 Oktober 2020<br>1. GPS Standar<br><b>Rp 118.000,00</b><br>2. GPS Telematic<br><b>Rp 217.000,00</b> | Divisi Teknologi Informasi<br><i>Information Technology Division</i> | PT Sumbermas Autorindo | Terlaksana<br><i>Done</i> |



## Akuntan Publik Public Accountant

### Akuntan Publik, Nama Akuntan, dan Fee Periode Lima Tahun terakhir

### Public Accountant, Accountant Name, and Fee Periode of The Last Five Years

| Tahun<br>Year | Akuntan Publik<br>Public Accountant           | Kantor Akuntan Publik<br>Public Accountant Firm             | Periode<br>Period    | Upah (Rp)<br>Fee (Rp) |
|---------------|-----------------------------------------------|-------------------------------------------------------------|----------------------|-----------------------|
| 2020          | Drs. Sikanto Pawiroatmodjo, Ak., CA, ACPA, MM | Paul Hadiwinata, Hidayat, Arsono, Retno, Palilingan & Rekan | Pertama <i>First</i> | 396.000.000           |
| 2019          | Drs. Pamudji, Ak., CA, CPA                    | Budiman, Wawan, Pamudji & Rekan                             | Pertama <i>First</i> | 415.666.000           |
| 2018          | Dra. Ellya Noorlisyati, Ak., CPA              | Ellya Noorlisyati & Rekan                                   | Pertama <i>First</i> | 319.441.000           |
| 2017          | Indra Soesetiawan, Ak., CPA, CA               | Djoko, Sidik, & Indra                                       | Kedua <i>Second</i>  | 269.500.000           |
| 2016          | Indra Soesetiawan, Ak., CPA, CA               | Djoko, Sidik, & Indra                                       | Pertama <i>First</i> | 269.775.000           |

#### Lingkup penugasan Kantor Akuntan Publik

- Melaksanakan audit prosedur atas Laporan Hasil Evaluasi Kinerja dan Pencapaian KPI (*Key Performance Indicator*) untuk tahun buku yang berakhir pada tanggal 31 Desember 2020.
- Melaksanakan audit atas Laporan Keuangan tahun buku 2020.
- Melaksanakan audit kepatuhan terhadap peraturan perundang-undangan dan Pengendalian Internal tahun buku 2020.
- Melaksanakan audit atas Pengendalian Internal tahun buku 2020.
- Melaksanakan audit Laporan Keuangan Program Kemitraan dan Bina Lingkungan (PKBL) untuk tahun buku yang berakhir pada tanggal 31 Desember 2020.

#### Scope of assignment of the Public Accountant Firm

- Carry out procedural audits of the Report on the Results of Performance Evaluation and Achievement of KPI (*Key Performance Indicator*) for the financial year ended December 31, 2020.
- Conduct an audit of the Financial Statements for the 2020 financial year.
- Conduct an audit of compliance with laws and regulations on Internal Control for the 2020 financial year.
- Conduct an audit of Internal Control for the 2020 financial year.
- Conduct an audit of Financial Statements for the Partnership and Community Program for the financial year ended December 31, 2020.



## ***Kebijakan Tentang Pemenuhan Hak-Hak Kreditur***

### ***Policy Concerning Meeting Creditor Rights***

DAMRI melalui Surat Keputusan Direksi Nomor: SK.0984/HK.003/DAMRI-2019 tertanggal 25 Februari telah menetapkan Hak dan Kewajiban Perusahaan terhadap Kreditur. Hak Perusahaan dalam pemenuhan hak-hak Kreditur adalah sebagai berikut:

- Memperoleh pinjaman sebagaimana yang telah diperjanjikan dengan Kreditur;
- Memperoleh data/informasi yang berkaitan dengan pencatatan realisasi penggunaan fasilitas kredit dan pembayaran kewajiban yang telah dilakukan oleh Perusahaan;
- Mendapat layanan dari Kreditur sebagaimana yang telah diperjanjikan;
- Mengajukan keberatan perhitungan bunga pinjaman dan provisi jangka waktu dan lainnya kepada Kreditur apabila terjadi ketidaksesuaian perhitungan antara Kreditur dan Perusahaan;
- Memperoleh kembali dokumen asli yang dijadikan sebagai jaminan/agunan pinjaman.

*DAMRI through the Decree of the Board of Directors Number: SK.0984/HK.003/DAMRI-2019 dated February 25 has determined the Company's Rights and Obligations to Creditors. The Company's rights in fulfilling Creditor's rights are as follows:*

- *Obtain a loan as agreed with the Creditor;*
- *Obtain data/information relating to the recording of the actual use of credit facilities and payment of obligations that have been made by the Company;*
- *Receive services from the Creditor as agreed;*
- *Submit an objection for the calculation of loan interest and provision for term and other to the Creditor in case of mismatch between the Creditor and the Company;*
- *Recover original documents used as collateral/loan collateral.*



## ***Pedoman Perilaku dan Etika Bisnis***

### ***Business Code Of Conduct and Ethics***

Pedoman perilaku dan etika bisnis merupakan panduan yang berisikan prinsip-prinsip yang mengatur perilaku seluruh Insan DAMRI dalam menerapkan nilai-nilai perusahaan. Pedoman perilaku dan etika bisnis Perusahaan mengatur prinsip-prinsip dan perilaku yang harus diterapkan dalam berinteraksi dengan pemangku kepentingan dengan cara yang adil dan seimbang. Kode etik bisnis DAMRI dibangun atas fondasi yang kuat dari visi, misi, tata nilai, serta prinsip-prinsip tata kelola perusahaan yang baik dalam menjalankan usaha DAMRI.

*The code of conduct and business ethics is a guide that contains principles that govern the behavior of all DAMRI people in applying company values. The Company's code of conduct and business ethics sets out the principles and behaviors that must be applied in interacting with stakeholders in a fair and balanced manner. DAMRI's code of business ethics is built on a strong foundation of the vision, mission, values and principles of good corporate governance in running DAMRI's business.*



DAMRI telah memiliki Pedoman Perilaku (*Code of Conduct*) dan Etika Bisnis sebagaimana dinyatakan dalam Surat Keputusan Direksi Nomor : 0755.00/H-K.003/SK/00/DU/2020 tertanggal 3 November 2020. Keputusan tersebut merupakan pembaruan atas Pedoman Kode Etik yang telah disahkan oleh Direktur Utama dan Dewan Pengawas pada 5 Maret 2019.

Pedoman tersebut wajib dipatuhi dan dilaksanakan oleh seluruh Insan DAMRI yang meliputi Dewan Pengawas, Direksi, pekerja waktu tidak tertentu, pekerja waktu tertentu, dan tenaga kerja jasa penunjang yang bekerja di lingkungan Perusahaan; mitra usaha; pelanggan; pemasok; dan pihak-pihak berkepentingan lainnya.

## Pokok-Pokok Pedoman Perilaku dan Etika Bisnis

Pedoman tersebut mencerminkan tindakan dan nilai-nilai yang menjadi panduan bagi Insan DAMRI dalam berinteraksi dengan semua pemangku kepentingan. Hubungan tersebut mencakup hubungan dengan Insan DAMRI, dengan pelanggan/konsumen, pemasok, kreditur, masyarakat dan lingkungan sekitar, pemerintah (regulator), pemilik modal, mitra usaha, pesaing, dan juga dengan media massa.

Sementara standar etika jajaran manajemen dan karyawan yang diatur dalam Pedoman tersebut mencakup perilaku sebagai pimpinan terhadap bawahan, perilaku bawahan kepada pimpinan, perilaku sebagai rekan kerja, hak atas kekayaan intelektual, dan etika dalam rapat. Pedoman Perilaku juga mengatur mengenai kerahasiaan data dan/atau informasi Perusahaan; penggunaan aset Perusahaan; perilaku asusila, narkoba, obat terlarang, perjudian, dan merokok; pencatatan data Perusahaan dan penyusunan laporan; informasi orang dalam; benturan kepentingan; dan aktivitas politik.

*DAMRI already has a Code of Conduct and Business Ethics as stated in Decree of the Board of Directors Number: 0755.00/HK.003/SK/00/DU/2020 dated November 3, 2020. This decision is an update to the Code of Conduct that has been passed by the President Director and Supervisory Board on March 5, 2019.*

*This guidelines must be adhered to and be implemented by all DAMRI personnel, including the Supervisory Board, Directors, non-certain time workers, certain time workers, and support service workers who work within the Company; business partner; customer; supplier; and other interested parties.*

## Guidelines Of Business Conduct and Ethics

*These guidelines reflect the actions and values that guide DAMRI's people in interacting with all stakeholders. These relationships include relationships with DAMRI personnel, with customers/consumers, suppliers, creditors, communities and the surrounding environment, government (regulators), capital owners, business partners, competitors, and also with the mass media.*

*Not only the ethical standards of the management and employees regulated in the Guidelines include behavior as a leader towards subordinates, behavior of subordinates to leadership, behavior as colleagues, intellectual property rights, and ethics in meetings, the code of Conduct also regulates the confidentiality of Company data and/or information; use of Company assets; immoral behavior, narcotics, illegal drugs, gambling and smoking; recording Company data and preparing reports; inside information; conflict of interest; and political activity.*





## Pemberlakuan Pedoman Perilaku

Kode Etik Bisnis berlaku bagi seluruh Insan DAMRI. Setiap tahun seluruh Insan DAMRI wajib menandatangani Pakta Integritas yang merupakan komitmen Insan DAMRI untuk melaksanakan Pedoman Perilaku.

Pelaksanaan Kode Etik Bisnis merupakan komitmen dan tanggung jawab seluruh Insan DAMRI. Apabila terjadi dugaan pelanggaran atau dugaan penyimpangan maka Insan DAMRI wajib melaporkan dugaan pelanggaran tersebut melalui:

1. *Whistleblowing System*,
2. Pimpinan Unit Kerja,
3. Atasan Langsung (satu tingkat di atas yang bersangkutan),
4. Atasan tidak langsung (atasan dari pada atasan langsung/atasan dua tingkat di atas yang bersangkutan),
5. Pimpinan Unit Pengelola SDM.

## Penyebarluasan Pedoman Perilaku

Secara rutin sosialisasi Pedoman Perilaku dilaksanakan untuk membangun kesadaran seluruh Insan DAMRI untuk melaksanakan Pedoman Perilaku sebagai bagian tidak terpisahnya dalam praktik bisnis dan kinerja seluruh Insan DAMRI. Setiap pimpinan unit kerja dalam Perusahaan bertanggung jawab untuk memastikan terlaksananya sosialisasi Pedoman Perilaku.

## Code of Conduct Application

*The Code and Business Ethics applies to all DAMRI personnel. Every year all DAMRI personnel are required to sign the Integrity Pact, which is the commitment of DAMRI personnel to implement the Code of Conduct.*

*Implementation of the Code of Business Ethics is a commitment and responsibility of all DAMRI personnel. If there is an alleged violation or an alleged irregularity, DAMRI Personnel are required to report the alleged violation through:*

1. *Whistleblowing System,*
2. *Work Unit Guidance,*
3. *Direct Supervisor (one level above the person concerned),*
4. *Indirect supervisor (superior to direct superior/boss two levels above the concerned),*
5. *Head of HR Management Unit.*

## Dissemination of Conduct Guidelines

*Socialization of the Code of Conduct is carried out periodically to build awareness of all DAMRI personnel to implement the Code of Conduct as an integral part of business practices and the performance of all DAMRI personnel. Each work unit leader in the Company is responsible for ensuring the dissemination of the Code of Conduct.*

## Sanksi

Pelanggaran terhadap Pedoman Perilaku akan diberikan sanksi sesuai dengan peraturan dan ketentuan yang berlaku di dalam Perusahaan, di antaranya adalah Perjanjian Kerja Bersama (PKB) DAMRI dengan Serikat Pekerja DAMRI. Tingkatan dan jenis sanksi adalah sebagai berikut:

| Disiplin Ringan<br><i>Light Discipline</i>                                                                                                                          | Disiplin Sedang<br><i>Medium Discipline</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Disiplin Berat<br><i>Thougn Discipline</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Teguran Lisan<br><i>Verbal Warning</i><br><br>2. Peringatan Tertulis I<br><i>Written Warning I</i><br><br>3. Peringatan Tertulis II<br><i>Written Warning II</i> | 1. Peringatan Tertulis I dan Penundaan Kenaikan Gaji Berkala untuk paling lama 1 (satu) tahun<br><i>Written Warning I and postponement of Periodic Salary Increase for a maximum of 1 (one) year</i><br><br>2. Peringatan Tertulis II dan Penundaan Kenaikan Pangkat untuk paling lama 2 (dua) tahun<br><i>Written Warning II for Postponement of increase and rank for a maximum of 2 (two) years</i><br><br>3. Peringatan Tertulis III dan Penundaan Kenaikan Pangkat untuk paling lama 3 (tiga) tahun<br><i>Written Warning III for Postponement of increase and rank for a maximum 3 (three) years</i> | 1. Peringatan Tertulis III dan Penundaan Kenaikan Gaji Berkala dan Kenaikan Pangkat untuk paling lama 2 (dua) tahun<br><i>Written Warning III for Postponement of Periodic Salary Increase and Promotion for a maximum of 2 (two) years</i><br><br>2. Peringatan Tertulis III dan Pembeastugasan dari jabatan atau demosi jabatan serta Penundaan Kenaikan Pangkat untuk paling lama 3 (tiga) tahun<br><i>Written Warning III for dismissal from the Department or demotion as well as Deferment of Promotion for a maximum of 3 (three) years</i><br><br>3. Pemberhentian dengan hormat tidak atas permintaan sendiri<br><i>Resignation with respect not upon request itself</i><br><br>4. Pemberhentian tidak dengan hormat<br><i>Dishonourable discharge</i> |

Jenis sanksi sebagaimana dimaksud di atas tidak harus diberikan secara berurutan, tetapi dapat diberikan sesuai dengan tingkat berat dan ringannya pelanggaran yang dilakukan dan terhadap pelanggaran yang diberikan hukuman ringan atau sedang, apabila setelah diberikan hukuman tetap melakukan pelanggaran yang sama dapat diberikan hukuman Sedang dan/atau Berat.

Sebelum dijatuhi hukuman disiplin, karyawan yang diduga melakukan pelanggaran wajib diperiksa terlebih dahulu sesuai dengan tahapan pemeriksaan pelanggaran, kecuali untuk hukuman disiplin tingkat ringan.

## Sanctions

Violations of the Code of Conduct will be sanctioned in accordance with the applicable rules and regulations within the Company, including the DAMRI Collective Labor Agreement with the DAMRI Workers Union. The levels and types of sanctions are as follows:

The type of sanction referred to above does not have to be given sequentially, but can be given according to the severity and lightness of the offense committed and to the offense given a light or moderate punishment, however if after being given the punishment the staff still commits the same offense can be given a moderate and/or heavy.

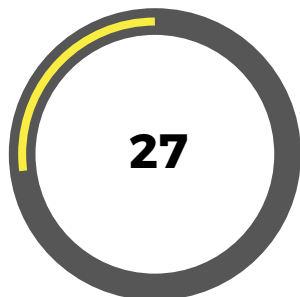
Before being sentenced to disciplinary action, employees suspected of committing a violation must first be inspected in accordance with the infringement investigation stage, except for minor disciplinary penalties.

## Jumlah Pelanggaran dan Sanksi Yang Diberikan

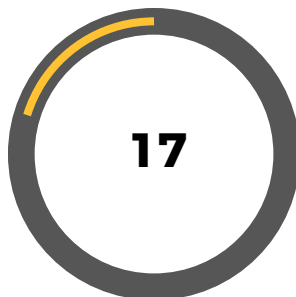
Jumlah pelanggaran kode etik selama tahun 2020 sebanyak 83 (delapan puluh tiga) pelanggaran dan setelah ditindaklanjuti dengan diberikan sanksi sebagai berikut:

## Number of Violations and Sanctions Granted

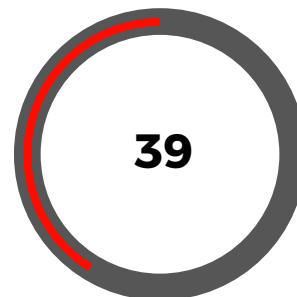
The number of violations of the code of ethics during 2020 was 83 (eighty-three) violations and after being followed up with the following sanctions:



Hukuman Disiplin tingkat Ringan  
*Mild Disciplinary Penalty amounting*



Hukuman Disiplin tingkat Sedang  
*Moderate Disciplinary Punishment*



Hukuman Disiplin tingkat Berat  
*Severe Disciplinary Punishment*







# **Pengelolaan Benturan Kepentingan dan Hubungan Dengan Pihak Berelasi**

## ***Conflict of Interest Management and Relationship with Related Parties***

Insan Perum DAMRI senantiasa menghindari benturan kepentingan dengan:

1. Menjalankan tugas dan kewajiban dengan mendahulukan kepentingan ekonomis Perusahaan di atas kepentingan ekonomis pribadi atau keluarga, maupun pihak lainnya.
2. Tidak menyalahgunakan jabatan untuk kepentingan atau keuntungan pribadi, keluarga, dan pihak-pihak lain.
3. Dalam hal pembahasan dan pengambilan keputusan yang mengandung unsur benturan kepentingan, pihak yang bersangkutan tidak diperkenankan ikut serta.
4. Membuat pernyataan tidak memiliki benturan kepentingan atas setiap keputusan yang telah dibuat olehnya dan telah melaksanakan CoC yang ditetapkan oleh Perusahaan setiap akhir tahun.
5. Tidak memiliki usaha yang berhubungan langsung dengan kegiatan Perusahaan.
6. Tidak memanfaatkan informasi rahasia dan data bisnis Perusahaan untuk kepentingan di luar Perusahaan.
7. Tidak memegang jabatan apapun pada Perusahaan/institusi lain yang ingin dan/atau sedang melakukan hubungan bisnis dengan Perusahaan maupun yang ingin dan/atau sedang berkompetisi dengan Perusahaan.
8. Tidak melakukan pekerjaan atau profesi di luar Perusahaan pada jam kerja dan selalu mengungkapkan serta melaporkan setiap kepentingan dan/atau kegiatan-kegiatan di luar Perusahaan pada jam kerja kepada atasannya secara berjenjang untuk mendapatkan izin.

*Perum DAMRI personnel always avoid conflicts of interest by doing the below:*

1. *Carry out duties and obligations by prioritizing the economic interests of the Company over personal or family economic interests, as well as other parties.*
2. *Not abusing position for personal, family, or other parties' interests or gains.*
3. *In the case of discussion and decision making that contains elements of a conflict of interest, the party concerned is not allowed to participate.*
4. *Make a statement that there is no conflict of interest for every decision that has been made by him and has implemented the CoC set by the Company at the end of each year.*
5. *Does not have a business that is directly related to the Company's activities.*
6. *Do not use confidential information and business data of the Company for interests outside the Company.*
7. *Does not hold any position in the Company/other institution that wants and/or is doing business with the Company or who wants and/or is competing with the Company.*
8. *Not doing work or profession outside the Company during working hours and always disclosing and reporting any interests and/or activities outside the Company during working hours to his superiors in stages to obtain permission.*



## Pencegahan Transaksi Orang Dalam

### *Prevention of Inside Transactions*

Insan Perum DAMRI yang memiliki akses informasi material tidak boleh menyalahgunakan jabatan dan pekerjaannya dalam mengungkapkan informasi material yang dapat merugikan kepentingan Perusahaan.

*Perum DAMRI personnel who have access to material information are not allowed to abuse their position and work in disclosing material information that may harm the interests of the Company.*



## Kebijakan Gratifikasi

### *Gratification Policy*

Perusahaan berkomitmen untuk memerangi korupsi, kolusi, dan nepotisme (KKN) dalam praktik bisnisnya. Dalam menjalankan kegiatan usaha Perusahaan, setiap Insan DAMRI melakukan interaksi dan bekerja sama dengan berbagai pihak yang memungkinkan terjadinya praktik pemberian dan/atau permintaan gratifikasi dari salah satu pihak kepada pihak lainnya. Perusahaan berkepentingan agar Insan DAMRI menghindari tindakan dan praktik yang mengarah pada bentuk gratifikasi tersebut, sehingga diperlukan pengendalian penerimaan gratifikasi secara transparan dan akuntabel, melalui serangkaian kegiatan yang melibatkan partisipasi aktif badan pemerintahan, dunia usaha, dan masyarakat untuk membentuk lingkungan pengendalian gratifikasi.

*The Company is committed to combating corruption, collusion and nepotism (KKN) in its business practices. In carrying out the Company's business activities, each DAMRI personnel interacts and cooperates with various parties that allow the practice of giving and/or requesting gratification from one party to the other. The company is relies on DAMRI personnel to avoid actions and practices that lead to this form of gratification, so it is necessary to control the receipt of gratification in a transparent and accountable manner, through a series of activities involving the active participation of government agencies, the business world, and society to create a gratification control environment.*

DAMRI telah memiliki Pedoman Pengendalian Gratifikasi sebagaimana dinyatakan dalam Surat Keputusan Direksi Nomor: 0736.00/H-K.003/SK/00/DU/2020 tertanggal 26 Oktober 2020. Pada prinsipnya setiap Insan DAMRI yang karena jabatannya dan/atau berlawanan dengan tugas dan kewajibannya dan/atau keluarga intinya dilarang untuk menerima atau meminta secara langsung atau tidak langsung gratifikasi dari setiap pihak ketiga. Gratifikasi dimaknai sebagai pemberian dalam arti luas, yakni meliputi pemberian dan/atau penerimaan hadiah/cenderamata dan hiburan, baik yang diterima di dalam negeri maupun di luar negeri dan yang dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik yang diberikan atau diterima oleh Insan DAMRI yang terjadi karena berkaitan dengan jabatan/wewenangnya di Perusahaan yang dapat menimbulkan benturan kepentingan dan/atau mempengaruhi independensinya dalam bekerja serta berlawanan dengan kewajiban atau tugasnya.

*DAMRI already has Gratification Control Guidelines as stated in the Decree of the Board of Directions Number: 0736.00/HK.003/SK/00/DU/2020 dated October 26, 2020. In principle, every DAMRI Person whose position and in contrary to his/her duties and obligations and/or the core family is prohibited from accepting or requesting directly or indirectly gratuities from any third party. Gratification is defined as gift/souvenirs and entertainment, both received domestically and abroad and made using electronic means or without electronic means given or received by DAMRI personnel in connection with his/her position/authprity in the Company that causes a conflict of interest and/or affects his independence in working and contrary to his obligations or duties.*



## Pengelolaan Pengendalian Gratifikasi

Pedoman Pengendalian Gratifikasi memuat ketentuan mengenai hal yang dilarang dan diperbolehkan, sehingga dapat mencegah dan melindungi Insan DAMRI dalam menjalankan tugasnya, bebas dari tindakan yang berpotensi pada tindak pidana suap atau korupsi, serta pertimbangan profesional yang taat terhadap hukum. Setiap Insan DAMRI yang menerima gratifikasi, baik secara langsung atau tidak langsung, wajib melaporkannya, termasuk melaporkan penolakan penerimaan gratifikasi dari setiap pihak ketiga. Laporan disampaikan kepada Unit Pengendalian Gratifikasi (UPG) atau langsung kepada Komisi Pemberantasan Korupsi (KPK) sesuai mekanisme yang telah diatur.

## Management Of Gratification Control

*Gratification control guidelines stipulates things that are prohibited and allowed, so as to prevent and protect DAMRI personnel in carrying out their duties, free from potential actions leading to the crime of bribery or corruption, as well as professional judgement compliant to the law. Every DAMRI personnel who receives gratification, either directly or indirectly, must report it, including reporting the refusal to receive gratification from any third party. The report is submitted to the Gratification Control Unit (UPG) or directly to the Corruption Eradication Commission (KPK) in accordance with the mechanism that has been set.*



## Pengelola Pelaporan Gratifikasi

Unit Pengendalian Gratifikasi (UPG) DAMRI meliputi UPG Kantor Pusat, Kantor Divisi Regional, dan Kantor SBU/Cabang.

Sesuai dengan Surat Keputusan Direksi Nomor: 0741.00/HK.003/SK/00/DU/2020 tertanggal 26 Oktober 2020 tentang Pembentukan Unit Pengendalian Gratifikasi (UPG) Kantor Pusat, susunan UPG Kantor Pusat diketuai oleh Kepala Divisi Sekretariat Perusahaan dengan anggota Kepala Divisi Hukum, Kepala Divisi Audit Intern, dan Kepala Divisi Kapital Manusia.

## Tugas dan Tanggung Jawab Unit Pengendalian Gratifikasi (UPG) Kantor Pusat

UPG Kantor Pusat merupakan unit yang melaksanakan analisis, monitoring, evaluasi, dan juga pelaporan secara berkala kepada Komisi Pemberantasan Korupsi (KPK) terkait gratifikasi.

Adapun kewajiban dan tugas UPG Kantor Pusat DAMRI antara lain adalah:

1

Menerima pelaporan gratifikasi dari Kantor Pusat, UPG Kantor Divisi Regional, dan UPG SBU/Kantor Cabang ;

*Receive gratification reports from the Head Office, UPG Regional Division Office, and UPG SBU/Branch Office;*

3

Melakukan konfirmasi langsung atas laporan gratifikasi kepada pelapor yang terkait dengan kejadian penerimaan/pemberian gratifikasi;

*Make direct confirmation of the gratification report to the reporter who received/granted the gratification;*

5

Melakukan koordinasi, konsultasi, dan surat-menyurat dengan Komisi Pemberantasan Korupsi atas nama Perum DAMRI;

*Conduct coordination, consultation and correspondence with the KPK on behalf of Perum DAMRI;*

## Gratifications Reporting Manager

DAMRI's Gratification Control Unit (UPG) includes UPG Head Office, regional Division Office and SBU/Branch office.

*In accordance with Board of Directors decree Number: 0741.00/HK.003/SK/00/DU/2020 dated October 26, 2020 on the establishment of Gratification Control Unit (UPG) Head Office is headed by the Head of Company Scretariat Division with member of Head of Legal Division, Head of Internal Audit Division, and Head of the Human Capital Division.*

## Duties and Responsibilities of The Gratification Control Head Office

UPG Head Office is a unit that conducts analysis, monitoring, evaluation and also regular reporting to the Komisi Pemberantasan Korupsi (KPK) related to the gratification.

The obligations and duties of IPG DAMRI Head Office include:

2

Melakukan analisis dan memproses setiap laporan gratifikasi yang diterima sesuai dengan ketentuan yang dikeluarkan oleh KPK ;

*Analyze and process each gratification report received in accordance with the provisions issued by KPK;*

4

Menentukan dan memberikan rekomendasi atas penanganan dan pemanfaatan gratifikasi yang "Tidak Dianggap Suap Terkait Kedinasan" atau "Dianggap Suap Terkait Kedinasan";

*Determine and make recommendations oh the handling and utilization of gratuities that are "Not Considered Service Related Bribes" or "Considered Service Related Bribes" related to the incident;*

6

Memantau tindak lanjut atas rekomendasi dan pemanfaatan gratifikasi yang diberikan oleh UPG Kantor Divisi Regional/UPG SBU/Kantor Cabang atau Komisi Pemberantasan Korupsi;

*Monitor the follow-up on recommendations and utilization of gratuities provided by UPG Regional Division Office/UPG SBU/Branch Office or KPK;*



7

Meminta data dan informasi kepada pihak terkait dan Insan DAMRI, dalam hal terjadi pelanggaran Pedoman Pengendalian Gratifikasi oleh Direksi dan Dewan Pengawas Perum DAMRI;

*Request data and information to the relevant parties and DAMRI personnel, in case of violation of the guidelines for the Control of Gratification by the Board of Directors and Supervisory Board of Perum DAMRI;*

8

Melaporkan hasil penanganan pelaporan Gratifikasi di lingkungan Perusahaan kepada Direksi dan Komisi Pemberantasan Korupsi.

*Report the results of handling of gratuity reporting in the company environment to the Board of Directors and the KPK.*



## Mekanisme Pelaporan

Setiap Insan DAMRI wajib melaporkan penerimaan dan/atau penolakan gratifikasi yang dianggap suap dan gratifikasi dalam kedinasan kepada UPG selambat-lambatnya **7 (tujuh) hari kerja** sejak penerimaan dan/atau penolakan gratifikasi.

## Sosialisasi Kebijakan Gratifikasi

Sosialisasi kebijakan gratifikasi kepada Insan DAMRI pada setiap tingkatan/jenjang organisasi dan juga para pemangku kepentingan. Sosialisasi dilakukan melalui berbagai kanal komunikasi yang dikelola oleh Perusahaan. Secara berkala Direksi DAMRI juga mengeluarkan surat pengumuman/instruksi kepada seluruh Insan DAMRI terkait larangan penerimaan dan/atau pemberian gratifikasi, termasuk menjelang hari-hari besar keagamaan.

## Laporan Gratifikasi 2020

Selama tahun 2020, tidak terdapat laporan penerimaan dan/atau penolakan gratifikasi yang disampaikan kepada Unit Pengendalian Gratifikasi (UPG) Perum DAMRI ataupun yang langsung disampaikan kepada Komisi Pemberantasan Korupsi (KPK).

## Reporting Mechanism

Every DAMRI personnel must report the acceptance and/or rejection of gratification that is considered as bribery and gratification in the service to UPG no later than **7 (seven) working days** from the acceptance and/or rejection of gratification.

## Socialization of Gratification Policy

Socialization of gratification policy to DAMRI personnel at every level of the organization and also the stakeholders. Dissemination is done through various communication channels managed by the Company. Periodically, the Board of Directors of DAMRI issues a letter of announcement/instruction to all DAMRI personnel regarding the prohibition of acceptance and/or granting of gratification, including before the main commemoration of religious holidays.

## Gratification Report Year 2020

During the year 2020, there was no report of acceptance and/or rejection of gratification submitted to the Gratification Control Unit (UPG) Perum DAMRI or directly submitted to the KPK.

# **Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)**

## **Management Of State Administrator's Wealth Report (LHKPN)**

Pengelolaan LHKPN diatur dengan Surat Keputusan Direksi Nomor: 2778/KP.004/SK/00/DU/XII-2019 tanggal 31 Desember 2019 tentang Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). Pedoman tersebut mengatur tentang wajib lapor, tata cara penyampaian, unit pengelola, dan sanksi pelanggaran.

Insan DAMRI yang menjadi wajib lapor LHKPN adalah para anggota Dewan Pengawas, anggota Direksi, para Kepala Divisi, Kepala Unit Bisnis, *Area Manager* (AM), dan *General Manager* (GM). Penyampaian LHKPN selama menjabat dilakukan periodik setiap satu tahun sekali dan disampaikan dalam jangka waktu paling lambat 31 Maret tahun berikutnya.

Divisi Kapital Manusia merupakan unit pengelola yang bertugas untuk melakukan koordinasi dengan Komisi Pemberantasan Korupsi (KPK) dan melakukan monitoring serta evaluasi kepatuhan pelaporan LHKPN oleh para wajib lapor. Monitoring penyampaian LHKPN telah diselenggarakan secara komputerisasi. Monitoring dapat dilakukan secara *real time*, baik oleh pengelola maupun oleh wajib lapor.

*The management of LHKPN is regulated by the decree of the Board of Directors: 2778/KP.004/SK/00/DU/XII-2019 dated December 31, 2019 on the State Administrator's Wealth Report (LHKPN). The guidelines govern reporting requirements, delivery procedures, management units, and sanctions for violations.*

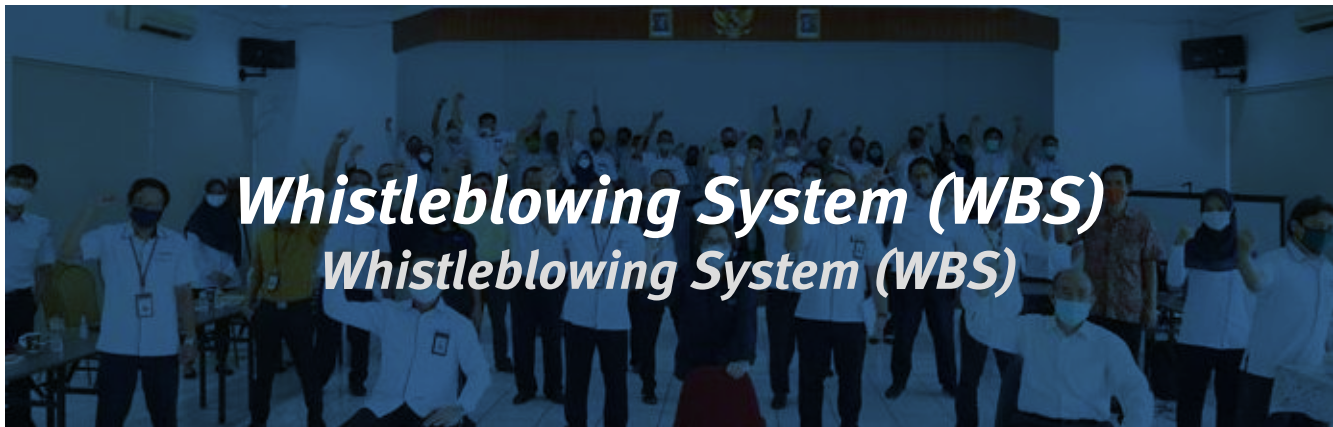
*DAMRI personnel required to report to LHKPN are members of the Board of Directors, division heads, business unit heads, area managers (AM), and general managers (GM). Submission of LHKPN during the tenure is done periodically once a year and submitted no later than March 31 of the following year.*

*The Human Capital division is in charge of coordinating with the KPK and monitoring and evaluation LHKPN reporting compliance by the reporting officers. LHKPN monitoring is a computerized activities. Monitoring can be done in real time, either by the manager or by the reporter.*

Pada 22 Desember 2020, Perusahaan menerima penghargaan dari KPK sebagai Lembaga dengan Kepatuhan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Terbaik kategori BUMN dengan jumlah wajib lapor 10 - 100. Penghargaan tersebut merupakan yang kedua diraih oleh Perusahaan terkait Kepatuhan LHKPN.



*On December 22, 2020 the Company received an award from KPK as an Institution with The Best Compliance State Administrator Wealth Report (LHKPN) category BUMN with a mandatory reporting number of 1 - 100. The award is the second achieved by the Company related to LHKPN Compliance.*



## Whistleblowing System (WBS)

### Whistleblowing System (WBS)

DAMRI telah memiliki Pedoman WBS yang memberikan kesempatan kepada *stakeholders* untuk menyampaikan laporan mengenai indikasi pelanggaran terhadap nilai-nilai etika yang berlaku, berdasarkan bukti-bukti yang dapat dipertanggungjawabkan, serta dengan niat baik bukan karena kepentingan pribadi atau balas dendam. Implementasi WBS diharapkan menjadi salah satu metode pendeteksian dini mengenai tindakan pelanggaran yang terindikasi terjadi di DAMRI. Penerapan WBS juga diharapkan bisa meminimalisasi kemungkinan terjadinya risiko yang dapat merugikan Perusahaan apabila mekanisme internal sebagaimana telah ditentukan tidak dapat dilaksanakan atau diberlakukan untuk mencegah terjadinya pelanggaran/penyimpangan dan/atau disalahgunakan oleh Insan DAMRI.

Hal ini diharapkan dapat mendorong upaya mewujudkan budaya organisasi yang lebih transparan dan akuntabel, terciptanya lingkungan kerja yang bersih, bertanggung jawab dan berintegritas, serta melindungi para pemangku kepentingan.

*DAMRI has WBS guidelines in place that provide stakeholders with the opportunity to report indications of violations of prevailing ethical values, based on accountable evidence, and in good faith not out of personal interest or revenge. The implementation of WBS is expected to be one of the methods of early detection of violations prevailing in DAMRI. The implementation of WBS is expected to minimize the possibility of risks that could be internally detrimental to the Company should the current prevailing mechanism can not be implemented to prevent the occurrence of violations/deviations and/or breach by DAMRI personnel.*

*This is expected to encourage the efforts to create a more transparent and accountable organizational culture, the creation of a clean, responsible and integrity work environment, as well as protect interests of the stakeholders.*





## Penyampaian Laporan Pelanggaran *Submission Violation Report*

Laporan terkait WBS dapat disampaikan dengan saluran yang telah disediakan sebagai berikut:

*Reports related to WBS can be submitted through the channels that have been provided as follows:*

### Email



[pengaduanwbs-direksi@damri.co.id](mailto:pengaduanwbs-direksi@damri.co.id)  
[pengaduanwbs-dewas@damri.co.id](mailto:pengaduanwbs-dewas@damri.co.id)

### Website



[www.damri.co.id](http://www.damri.co.id)

### Surat Letter

Surat resmi yang ditujukan sesuai dugaan pelanggaran dengan memberi kode WBS, yang diantar langsung melalui pos ke DAMRI dengan alamat:

*Official letters addressed accordingly alleged violation by giving the WBS code, which is delivered directly by post to DAMRI at the address:*



• **Direksi DAMRI**  
**u.p. Tim Pengelola WBS**  
*DAMRI Board of Director*  
*u.p. WBS Management Team*  
  
Jalan Matraman Raya No.25  
Jakarta Timur - 13140

• **Dewan Pengawas DAMRI**  
**u.p. Tim Pengelola WBS**  
*DAMRI Board of Supervisor*  
*u.p. WBS Management Team*  
  
Jalan Matraman Raya No.25  
Jakarta Timur - 13140

## Perlindungan Bagi Whistleblower

Pelapor, baik Insan DAMRI atau *stakeholders* wajib mencantumkan identitas yang jelas meliputi nama pelapor, alamat rumah/kantor, email, dan nomor kontak yang dapat dihubungi disertai dengan bukti pendukung atas laporan pelanggaran yang disampaikan.

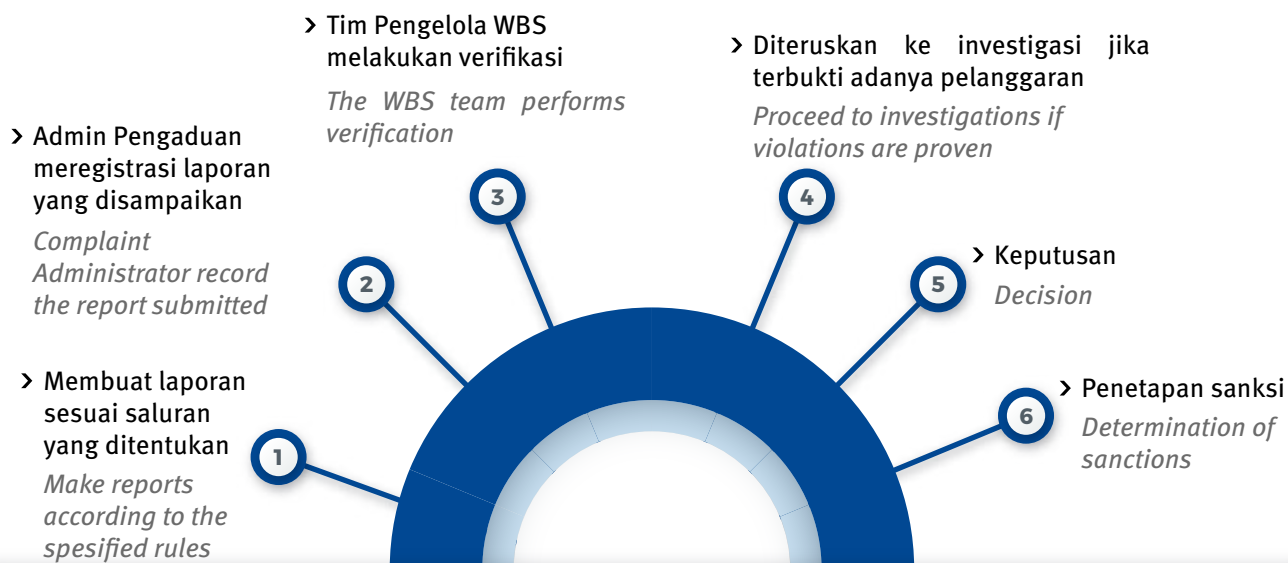
Pada prinsipnya WBS menganut prinsip rahasia (*confidential*), tidak memihak (*impartiality*), ketidakberpihakan (*independent*), dan nonrepudiasi (perlindungan balasan). Melalui sistem ini, Insan DAMRI atau *stakeholders* yang melaporkan dugaan pelanggaran akan diberikan perlindungan oleh Perusahaan, baik dalam hal kerahasiaan identitas maupun dari kemungkinan tindakan balasan oleh terlapor.

## Protection For Whistleblower

*The reporter, either DAMRI personnel or stakeholders must state a clear identity including the name of the reporter, home/work address, email and contact number that can be contacted along with supporting evidence of the violation submitted.*

*In principle WBS adheres to a system of secret principle (confidential), not biased (impartiality), impartiality (independent), and non repudiation (protection of retaliation). Through this system DAMRI personnel or stakeholders who report alleged violations will be given protection by the Company, both in terms of confidentiality of identity and from possible acts of impartiality by the reported.*





## Alur Penanganan Pengaduan Whistleblowing System *The Whistleblowing System Complaint Handling flow*



## Pihak yang Mengelola Pengaduan

Pelaporan WBS dikelola oleh Tim Pengelola WBS yang terdiri atas Tim WBS jalur Direksi dan Tim WBS jalur Dewan Pengawas. Pembentukan Tim Pengelola WBS menjadi kewenangan Direksi apabila pengaduan pelanggaran berkaitan dan/atau dilakukan oleh Insan DAMRI; sementara kewenangan pembentukan berada pada Dewan Pengawas apabila pelanggaran diduga dilakukan oleh anggota Direksi, anggota Dewan Pengawas, dan organ penunjang Dewan Pengawas.

Pada jalur Direksi, Ketua Tim Pengelola WBS adalah Kepala Divisi Audit Intern dengan susunan keanggotaan Tim Pengelola berasal dari beberapa divisi, yaitu Divisi Audit Intern, Divisi Kapital Manusia, Divisi Hukum, dan Divisi Sekretariat Perusahaan sesuai dengan Surat Keputusan Direksi Nomor: 0738.00/HK.003/SK/00/DU/2020 tertanggal 26 Oktober 2020 tentang Pembentukan Tim *Whistleblowing System* (WBS) Jalur Direksi.

Selanjutnya, dengan merujuk pada Pedoman Sistem Pelaporan Pelanggaran (SPP) atau *Whistleblowing System* (WBS), Direksi bertanggung jawab untuk membentuk Tim Investigasi atas pengaduan pelanggaran yang diduga dilakukan oleh Insan DAMRI di setiap jenjang organisasi Perusahaan. Ketua Tim Investigasi jalur Direksi adalah Kepala Divisi Audit Intern.

Sementara pada jalur Dewan Pengawas, Ketua Tim Pengelola WBS adalah Ketua Dewan Pengawas. Susunan dan tugas Tim Pengelola WBS jalur Dewan Pengawas ditetapkan dengan keputusan Dewan Pengawas.

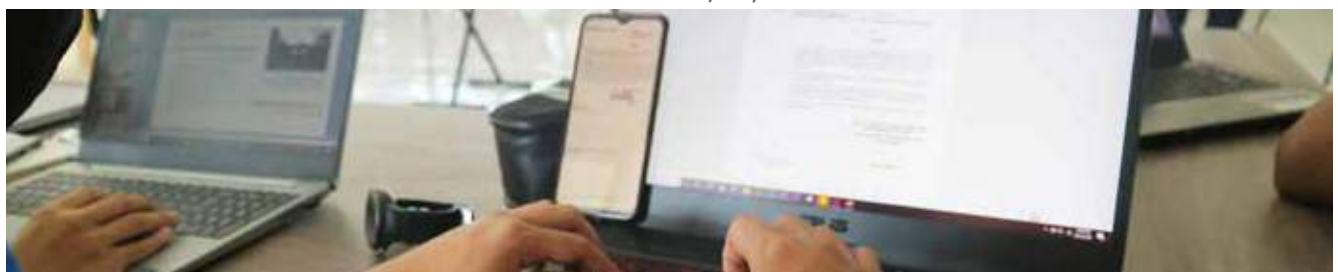
## The Complaint Manager

*Reporting is managed by the WBS management team which consist of the WBS Team through Board of Director and the WBS Team through the Board of Supervisors. Establishment of the WBS Management Team becomes the authority of the Board of Directors if complaints of violations are related and/or committed by DAMRI personnel, while the authority of the establishment rests with the Board of Supervisors if violations are suspected to be committed by members of the Board of Directors, members of the Board of Supervisors and supporting organs of the Board of Supervisors.*

*On the Board of Directors, the Chairman of the WBS Management Team is the head of the Internal Audit Division with the membership of the Management Team from several divisions, namely the Internal Audit Division, Human Capital Division, Legal Division, and Company Secretariat Division in accordance with Board of Directors Decree Number: 0738.00/HK.003/SK/00/DU/2020 dated October 26, 2020 on the establishment of the Whistleblowing System (WBS) Board of Directors.*

*Furthermore, with reference to the guidelines for Violating Reporting System (SPP) or Whistleblowing System (WBS) the Board of Directors is responsible for forming an investigation team on complaints of alleged violations committed by DAMRI personnel at each level of the Company's organization. The Chairman of the Board of Directors Line Investigation Team is the Head of the Internal Audit Division.*

*Meanwhile, on the path of the Board of Supervisors, the Chairman of the WBS Management Team is the Chairman of the Board of Supervisors. The composition and duties of the WBS Management Team of the Board of Supervisors are determined by the decision of the Board of Supervisors.*



## Jumlah Pengaduan, Tindaklanjut, dan Sanksinya

Sepanjang tahun 2020, tidak ada pengaduan yang disampaikan kepada Tim Pengelola WBS jalur Direksi, baik melalui surat, email, maupun website yang telah disediakan.

## Number Of Complaints, Follow-Up and Sanctions

*Throughout 2020, no complaints were submitted to the WBS Management Team through the Board of Directors, either through letters, emails or website available.*

# Permasalahan Hukum Perusahaan

## Company Legal Issues

### Perkara Penting yang Dihadapi Oleh Perusahaan

### Important Things Faced By The Company

| Pokok Perkara<br><i>Subject Matter</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Status<br><i>Subject Matter</i>                                                                                                                               | Risiko yang Dihadapi dan Nilai Nominal Tuntutan/Gugatan<br><i>Risks Faced and Nominal Value of Claims/Lawsuits</i>                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Kasus Suwarno, skk (Banding Kasus 626/Pdt.G/2018/PN.Jkt.Pst) sehubungan dengan Gugatan perbuatan melawan hukum yang diajukan eks Karyawan DAMRI (Suwarno dkk) yang pada pokoknya menuntut pembayaran uang pensiun dengan asumsi sebagai pegawai negara/PNS;<br/><i>The case of Suwarno, skk (Appeal of Case 626/Pdt.G/2018/PN.Jkt.Pst) in connection with a lawsuit against the law filed by a former DAMRI employee (Suwarno et al) which basically demands the payment of a pension with the assumption that he is a state employee/civil servants;</i></li> </ul> | Putusan Inkracht (Berkekuatan Hukum Tetap)<br><i>Inkracht Decision (Permanent Legal Force)</i>                                                                | Jumlah gugatan Para Penggugat: Rp 174.481.389.396 Apabila Penggugat menang dapat menjadi Yurisprudensi yang sangat berpengaruh terhadap beban Perusahaan dalam memberikan Pesangon dan Uang Pensiun.<br><i>Number of lawsuits by the Plaintiffs: Rp 174,481,389,396 If the Plaintiff wins, it can become a jurisprudence that will greatly affect the burden of the Company in providing Severance Pay and Pension Funds.</i> |
| <ul style="list-style-type: none"> <li>Eksekusi lahan Semarang (Putusan Mahkamah Agung Nomor: 37K/Pdt/2019 tanggal 31 Januari 2019)<br/><i>Semarang land execution (Supreme Court Decision Number : 37K/Pdt/2019 dated 31 January 2019)</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                      | Pihak-pihak yang menempati lahan tersebut telah mengosongkan lahan secara sukarela<br><i>The parties occupying the land have vacated the land voluntarily</i> | Nihil<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                          |



## Perkara Penting yang Dihadapi oleh Entitas Anak

Sampai dengan 31 Desember 2020 DAMRI tidak memiliki entitas anak sehingga tidak terdapat informasi terkait perkara penting yang dihadapi oleh entitas anak.

## Perkara Penting yang Dihadapi oleh Dewan Pengawas dan Direksi

Sepanjang tahun 2020 tidak terdapat perkara penting yang dihadapi oleh Dewan Pengawas dan Direksi.

## Sanksi Administrasi oleh Otoritas Terkait

Sepanjang tahun 2020 DAMRI tidak mendapat sanksi administrasi oleh otoritas terkait.

## Pemberian Dana Kegiatan Sosial dan/atau Politik

Uraian terkait dengan pemberian dana kegiatan sosial disampaikan pada bagian Tanggung Jawab Sosial Perusahaan yang menjadi bagian yang tidak terpisahkan dalam Laporan Tahunan ini.

Sedangkan untuk pemberian dana kegiatan politik, selama tahun 2020 DAMRI tidak melakukan pemberian dana untuk kegiatan politik atau kepada partai politik.

## Important Things Faced by Subsidiaries

*As of December 31, 2020, DAMRI does not have a subsidiary, so there is no information regarding important cases faced by the subsidiary.*

## Important Things Faced by The Supervisory Board of Directors

*Throughout 2020 there were no important cases faced by the Supervisory Board and the Board of Directors.*

## Administrative Sanctions by Related Authorities

*Throughout 2020 DAMRI did not receive administrative sanctions by the relevant authorities.*

## Provision of Social and/or Political Activities

*Descriptions related to the provision of funds for social activities are submitted in the Corporate Social Responsibility section which is an integral part of this Annual Report.*

*As for the provision of funds for political activities, during 2020 DAMRI did not provide funds for political activities or to political parties.*







## Akses Informasi dan Data Perusahaan

### Access To Company Information And Data

#### Akses Informasi dan Data Perusahaan

##### Website

Sekretaris Perusahaan bertanggung jawab untuk setiap konten berita menyangkut informasi dan publikasi dari Perusahaan.

Website Perseroan: [www.damri.co.id](http://www.damri.co.id)

##### Media Massa

Media massa merupakan mitra untuk menyebarkan informasi terbaru mengenai Perusahaan.

Materi publikasi Perusahaan tersebut disampaikan oleh Sekretaris Perusahaan.

##### Portal BUMN

Website yang dikelola Kementerian BUMN menyediakan halaman untuk seluruh BUMN, termasuk DAMRI. Materi diperbarui setiap kali Perusahaan memiliki informasi yang layak diketahui oleh publik. Materi yang disampaikan meliputi antara lain berita dan kegiatan Perusahaan, aksi korporasi dan proyek strategis, serta pengadaan dan lowongan pekerjaan.

#### Access To Company Information and Data

##### Website

The Corporate Secretary is responsible for any news content regarding information and publications from the Company.

Company website : [www.damri.co.id](http://www.damri.co.id)

##### Mass media

The mass media is a partner to disseminate the latest information about the Company. The Company's publication materials are submitted by the Corporate Secretary.

##### SOE Portal

The website managed by the Ministry of SOEs provides pages for all SOEs, including DAMRI. Materials are updated whenever the Company has information worthy of being known to the public. The material presented includes, among others, Company news and activities, corporate actions and strategic projects, as well as procurement and job vacancies.



## Penilaian Penerapan Tata Kelola Perusahaan

### *Assessment Of Corporate Governance Implementation*

#### Kriteria Penilaian

Penilaian pelaksanaan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dilakukan dengan menggunakan parameter yang dikembangkan oleh Kementerian Badan Usaha Milik Negara sesuai dengan Surat Keputusan Sekretaris Menteri BUMN Nomor: SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.

#### Pihak yang Melakukan Penilaian

Penilaian penerapan GCG tahun buku 2020 dilaksanakan pada periode Februari-Juni 2021. Pelaksana penilaian adalah tim yang dikoordinasikan oleh Kepala Divisi Sekretariat Perusahaan berdasarkan Surat Keputusan Direksi Perusahaan Umum (Perum) DAMRI Nomor: 4825.00/HK.003/SK/00/DU/2021 tertanggal 25 Februari 2021 tentang Pembentukan Tim *Self Assessment* Evaluasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Perum DAMRI Tahun Buku 2020. Sebelumnya, pihak yang melakukan penilaian GCG DAMRI untuk tahun buku 2019 adalah PT Adikarya Gemilang Solusindo; tahun buku 2018; tahun buku 2018 oleh PT Multi Utama Indojasa (MUC Consulting Group); dan tahun buku 2017 oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP).

#### Assessment Criteria

*Assessment of the implementation of Good Corporate Governance (GCG) is carried out using parameters developed by the Ministry of State-Owned Enterprises in accordance with the Decree of the Secretary to the Minister of SOEs Number: SK-16/S.MBU/2012 concerning Indicators/Parameters of Assessment and Evaluation of Implementation of Good Corporate Governance in BUMN.*

#### Assessment Criteria

*The assessment of the implementation of GCG for the financial year 2020 is carried out in the period February-June 2021. The implementer of the assessment is a team coordinated by the Head of the Corporate Secretariat Division based on the Decree of the Board of Directors of Public Company (Perum) DAMRI Number: 4825.00/HK.003/SK/00/DU/2021 dated February 25, 2021 regarding the Establishment of the Self-Assessment Team for the Good Corporate Governance Evaluation of Perum DAMRI for the 2020 Fiscal Year. Previously, the party that carried out the DAMRI GCG assessment for the 2019 financial year was PT Adikarya Gemilang Solusindo; fiscal year 2018; fiscal year 2018 by PT Multi Utama Indojasa (MUC Consulting Group); and the 2017 financial year by the Financial and Development Supervisory Agency (BPKP).*

## Skor Penilaian Masing-Masing Kriteria

## Score Each Criteria

| Tahun Buku Assessment GCG<br>GCG Assessment Book Year | Skor GCG Assessment<br>GCG Assessment Score |
|-------------------------------------------------------|---------------------------------------------|
| 2020                                                  | 82,40                                       |
| 2019                                                  | 81,93                                       |
| 2018                                                  | 77,5                                        |

| BAB                                                                                          | Aspek Pengujian GCG Assessment<br>Aspek Pengujian GCG Assessment                                                                                                  | Bobot<br>Score      | Capaian Tahun 2020<br>2020 achievement |                                        | Klasifikasi Kualitas Penerapan GCG<br>GCG Implementation Quality Classification |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------------------|----------------------------------------|---------------------------------------------------------------------------------|
|                                                                                              |                                                                                                                                                                   |                     | Skor<br>Score                          | % Capaian<br>Percentage of Achievement |                                                                                 |
| I                                                                                            | Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan<br><i>Commitment to Sustainable Implementation of Good Corporate Governance</i> | 7,00                | 6,76                                   | 96,68                                  | Sangat Baik<br><i>Very good</i>                                                 |
| II                                                                                           | Pemilik Modal dan RPB<br><i>Owner of Capital and RPB</i>                                                                                                          | 9,00                | 8,48                                   | 94,23                                  | Sangat Baik<br><i>Very good</i>                                                 |
| III                                                                                          | Dewan Pengawas<br><i>Supervisory Board</i>                                                                                                                        | 35,00               | 30,01                                  | 85,76                                  | Sangat Baik<br><i>Very good</i>                                                 |
| IV                                                                                           | Direksi<br><i>Director</i>                                                                                                                                        | 35,00               | 30,01                                  | 85,75                                  | Sangat Baik<br><i>Very good</i>                                                 |
| V                                                                                            | Pengungkapan Informasi dan Transparansi<br><i>Information Disclosure and Transparency</i>                                                                         | 9,00                | 7,12                                   | 79,15                                  | Baik<br><i>Good</i>                                                             |
| VI                                                                                           | Aspek lain<br><i>Other aspect</i>                                                                                                                                 | 5,00                | -                                      | -                                      | -                                                                               |
| Skor Keseluruhan<br><i>Total Score</i>                                                       |                                                                                                                                                                   | 100,00              | 82,40                                  | 82,40                                  | -                                                                               |
| Klasifikasi Kualitas Penerapan Gcg<br><i>Classification of Quality of Gcg Implementation</i> |                                                                                                                                                                   | Baik<br><i>Good</i> |                                        |                                        |                                                                                 |

## Rekomendasi dan Tindak Lanjut Hasil Penilaian

Berdasarkan parameter *assessment* yang diujikan, disimpulkan bahwa Perusahaan Umum (Perum) DAMRI telah memiliki sistem dan infrastruktur dalam mendukung penerapan GCG di Perusahaan. Beberapa aspek penilaian telah mendekati standar dan *best practices*, namun pada sejumlah area tetap masih memerlukan peningkatan. Hasil *assessment* penerapan GCG Tahun 2020 menghasilkan 125 rekomendasi.

## Recommendations and Follow-Up On Assessment Results

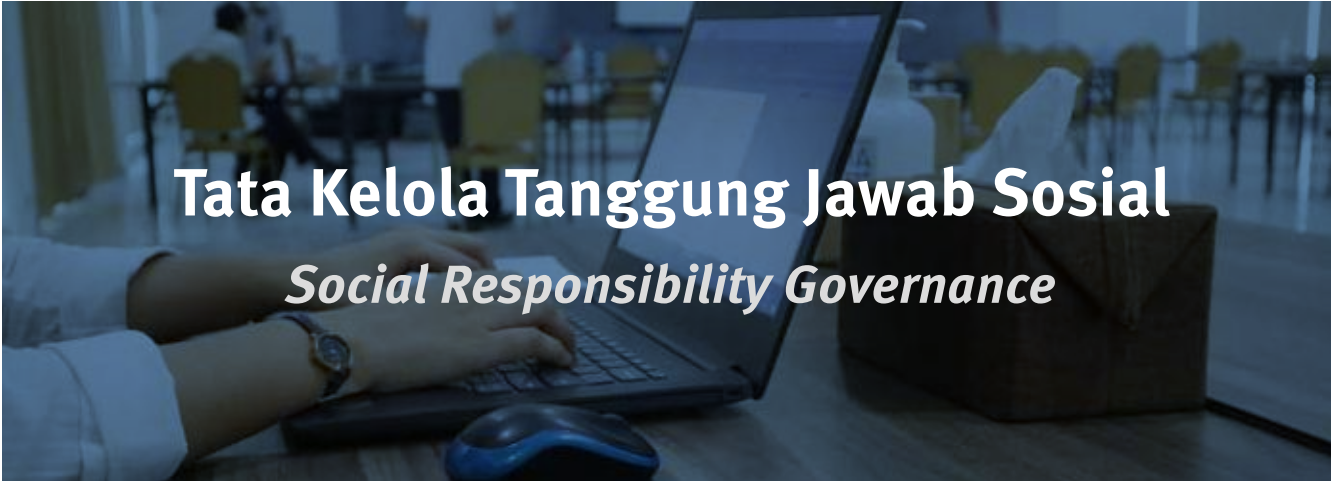
Based on the assessment parameters tested, it is concluded that the Public Company (Perum) DAMRI already has the system and infrastructure to support the implementation of GCG in the Company. Some aspects of the assessment has a small gap to meet the standards and best practices, but still needs some improvement in a number of areas. The results of the 2020 GCG implementation assessment resulted in 125 recommendations.



# **TANGGUNG JAWAB SOSIAL PERUSAHAAN**

***CORPORATE SOCIAL  
RESPONSIBILITY***





## Tata Kelola Tanggung Jawab Sosial

### *Social Responsibility Governance*

Tanggung jawab sosial perusahaan (*corporate social responsibility/CSR*) merupakan serangkaian keputusan dan tindakan strategis manajemen yang mencerminkan komitmen DAMRI terhadap lingkungan, baik internal maupun eksternal. Program CSR disusun untuk menciptakan dampak positif jangka panjang bagi para pemangku kepentingan, baik di dalam maupun luar DAMRI. Oleh karena itu, orientasi bisnis DAMRI kini bukan hanya untuk memperoleh keuntungan (*profit*), tetapi juga mampu melindungi lingkungan (*planet*), serta meningkatkan kehidupan sosial dan ekonomi para karyawan dan masyarakat (*people*).

*Corporate social responsibility (CSR) is a series of strategic management decisions and actions that reflect DAMRI's commitment to the environment, both internally and externally. The CSR program is structured to create long-term positive impacts for stakeholders, both inside and outside DAMRI. Therefore, DAMRI's business orientation is now not only for profit (profit), but also being able to protect the environment (planet), and improving the social and economic life of employees and the community (people).*



## Komitmen Pada Tanggung Jawab Sosial

### *Commitment To Social Responsibility*

DAMRI berkomitmen untuk menjaga konsistensi praktik Tata Kelola Perusahaan yang Baik (GCG) sebagai upaya untuk menyelaraskan kegiatan CSR dengan tujuan pembangunan berkelanjutan (*Sustainable Development Goals, SDGs*).

Landasan kegiatan CSR di DAMRI sepanjang tahun 2020 antara lain:

1. Undang-Undang Nomor 19 Tahun 2003 Pasal 88 tentang Badan Usaha Milik Negara;
2. Peraturan Pemerintah Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perusahaan Terbatas;

*DAMRI is committed to ensuring the consistency Good Corporate Governance (GCG) practices as an attempt to synergize CSR activities with the objective of sustainable development (Sustainable Development Goals, SDGs). The foundations of CSR activities at DAMRI throughout 2020 include:*

1. *Law Number 19 of 2003 Article 88 concerning State-Owned Enterprises;*
2. *Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies;*

3. Peraturan Menteri Negara BUMN No. PER-05/MBU/2007 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan Program Bina Lingkungan dan berbagai perubahannya dengan perubahan terakhir adalah Peraturan Menteri Negara BUMN No. PER-08/MBU/2013 tanggal 10 September 2013 tentang Perubahan Keempat atas Peraturan Menteri Negara

Selain berpedoman pada landasan peraturan di atas, DAMRI membagi beberapa aspek utama kegiatan CSR, yaitu lingkungan, Kesehatan dan Keselamatan Kerja (K3), sosial kemasyarakatan, dan tanggung jawab terhadap produk/jasa dan pelanggan, serta memperhatikan penegakan hak asasi manusia (HAM) dan kaidah operasi yang adil.

3. *Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/2007 concerning the Partnership Program of State-Owned Enterprises with Small Business and the Community Development Program and various amendments with the latest amendment being the Regulation of the Minister of State-Owned Enterprises No. PER-08/MBU/2013 dated September 10, 2013 concerning the Fourth Amendment to the Regulation of the Minister of State.*

*In addition to being guided by the above regulatory basis, DAMRI divides several main aspects of CSR activities, namely the environment, Occupational Health and Safety (K3), social and community responsibility, and responsibility for products/services and customers, as well as paying attention to the enforcement of human rights (HAM) and fair operating rules.*

## Informasi Mengenai Metoda dan Lingkup *Due Diligence* Terhadap Dampak Sosial, Ekonomi, dan Lingkungan dari Aktivitas Perusahaan

### *Information On The Method and Scope Due Diligence On The Impact Of Social, Economic, and Environmental Activities of The Company*

Perusahaan senantiasa memastikan bahwa kegiatan tanggung jawab sosial Perusahaan telah memenuhi prinsip:

1. Memberikan kontribusi terhadap pembangunan berkelanjutan, termasuk kesehatan dan kesejahteraan masyarakat;
2. Memenuhi harapan para pemangku kepentingan (*stakeholder*);
3. Mematuhi peraturan perundang-undangan;
4. Konsisten dengan norma perilaku internasional;
5. Terintegrasi ke seluruh kegiatan usaha dan hubungan kerjasama Perusahaan; dan
6. Mendorong perilaku bertanggung jawab pada seluruh bagian organisasi.

*The Company always ensures that the Company's social responsibility activities have complied with the principles:*

1. *Contribute to sustainable development, including public health and well-being;*
2. *Meet the expectations of the stakeholders;*
3. *Comply with laws and regulations;*
4. *Consistent with international norms of behavior;*
5. *Integrated into all business activities and cooperative relationships of the Company; and*
6. *Encourage responsible behavior throughout the organization.*



Perusahaan telah memiliki due diligence dari kegiatan tanggung jawab perusahaan yang meliputi:

- Survei kepuasan karyawan,
- Survei pelanggan,
- Survei kepuasan pemasok,
- Focus group discussion, dan
- Rencana Kerja dan Anggaran Perusahaan (RKAP) serta laporan manajemen Triwulanan.

Perusahaan telah menyediakan sarana penyampaian keluhan pelanggan dengan berbagai saluran di masing-masing Kantor Cabang. Perusahaan melakukan monitoring dan evaluasi terhadap kinerja jasa pelayanan dari perspektif pelanggan dengan survei kepuasan dan loyalitas pelanggan. Survei pelanggan dilakukan oleh pihak ketiga untuk menjaga transparansi, independensi, dan akuntabilitas hasil.

*The company has had due diligence on corporate responsibility activities which include:*

- Employee satisfaction survey,*
- Customer survey,*
- Supplier satisfaction survey,*
- Focus group discussions, and*
- Company Work Plan and Budget (RKAP) and Quarterly management reports.*

*The Company has provided a means of submitting customer complaints through various channels in each Branch Office. The company monitors and evaluates service performance from the customer's perspective with customer satisfaction and loyalty surveys. Customer survey is conducted by a third party to maintain transparency, independence, and accountable results.*



# Informasi Tentang *Stakeholder* Penting yang Terdampak atau Berpengaruh Pada Dampak dari Kegiatan Perusahaan

## *Information About Important Stakeholders Being Impacted or Contributing Impact To The Company's Activities*

DAMRI mengidentifikasi pemangku kepentingannya berdasarkan kepentingan dan hubungannya dengan Perusahaan, yakni pelanggan, Pemilik Modal dan investor, karyawan, Pemerintah, dan mitra kerja. Berdasarkan hasil identifikasi tersebut, isu terkait Pemangku Kepentingan DAMRI dapat dilihat pada tabel berikut:

*DAMRI identifies its stakeholders based on their interests and relationships with the Company, namely customers, Capital Owners and investors, employees, the Government, and business partners.*

*Based on the identification results, issues related to DAMRI Stakeholders can be seen in the following table:*

| Pemangku Kepentingan<br><i>Stakeholders</i> | Topik Utama yang Diajukan<br><i>Main Topics</i>                                                                                          |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Pelanggan<br><i>Customer</i>                | Hubungan komersial/ <i>customer retention</i> /kualitas layanan<br><i>Commercial relationship/customer retention /quality of service</i> |
| Pemilik Modal<br><i>Capital Owners</i>      | Dividen/pengembangan usaha/tata kelola/manajemen<br><i>Dividends/business development/governance/management</i>                          |
| Karyawan<br><i>Employee</i>                 | Ketenagakerjaan/kesejahteraan<br><i>Employment/welfare</i>                                                                               |
| Pemerintah<br><i>Government</i>             | <i>Development</i> /pengembangan usaha/investasi<br><i>Development/business development/investment</i>                                   |
| Mitra Kerja<br><i>Work Partners</i>         | Hubungan komersial<br><i>Commercial relationship</i>                                                                                     |



# Informasi Tentang Isu-Isu Penting Sosial Ekonomi dan Lingkungan Terkait Dampak Kegiatan Perusahaan

## Information On Important Socio Economic and Environmental Issues Related To The Impact of Company Activities

Dalam memaparkan isu-isu, data, dan informasi terkini yang relevan dengan hak para pemangku kepentingan, DAMRI melakukan *focus group discussion* para pemangku kepentingan. Adapun isu-isu penting sosial, ekonomi, dan lingkungan adalah sebagai berikut:

*In presenting the latest issues, data, and information relevant to the rights of stakeholders, DAMRI conducts stakeholder focus group discussions. The important social, economic, and environmental issues are as follows:*

| Isu Penting<br><i>Important Issue</i>                   | Keterangan<br><i>Information</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kinerja Ekonomi<br><i>Economic Performance</i>          | Menggambarkan pencapaian dan kinerja DAMRI selama tahun pelaporan.<br><i>Describe the achievements and performance of DAMRI during the reporting year.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Anti Korupsi<br><i>Anti Corruption</i>                  | Menggambarkan komitmen DAMRI dalam mewujudkan tempat kerja yang bersih dari tindakan kecurangan ( <i>fraud</i> ).<br><i>Describing DAMRI commitment in realizing the workplace clean of fraudulent actions.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Kepatuhan Lingkungan<br><i>Environmental Compliance</i> | Menggambarkan komitmen DAMRI dalam mewujudkan dan menjalankan seluruh kegiatan operasi yang berwawasan lingkungan, yaitu menaati peraturan perundang-undangan dan persyaratan lain terkait dengan lingkungan, pencegahan terjadinya pencemaran lingkungan, serta perbaikan sistem manajemen lingkungan yang berkelanjutan ( <i>continuous improvement</i> ).<br><i>Describes DAMRI's commitment to realizing and carrying out all operating activities that are environmentally sound, namely complying with the laws and regulations and other requirements related to the environment, preventing environmental pollution, and improving the environmental management system that is sustainable (continuous improvement).</i> |

| Isu Penting<br><i>Important Issue</i>                                    | Keterangan<br><i>Information</i>                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Keselamatan dan Kesehatan Kerja<br><i>Occupational Health and Safety</i> | Menggambarkan komitmen DAMRI dalam mengendalikan risiko kecelakaan di tempat kerja yang dapat berpengaruh pada produktivitas.<br><i>Describes DAMRI's commitment in controlling the risk of accidents in the workplace that can impair productivity.</i>                                                                                                                                                                       |
| Pendidikan dan Pelatihan<br><i>Education and Training</i>                | Menggambarkan komitmen DAMRI dalam memberikan pelatihan serta peningkatan kompetensi secara merata, aktif, dan berkesinambungan untuk menciptakan sumberdaya manusia kompeten, berkualitas, dan berkinerja tinggi.<br><i>Describes DAMRI's commitment in providing training and competency improvement in an equitable, active, and sustainable manner to create competent, quality, and high-performing human resources .</i> |
| Masyarakat setempat<br><i>Local community</i>                            | Menggambarkan komitmen DAMRI untuk menopang kesejahteraan masyarakat setempat melalui bimbingan ataupun bantuan.<br><i>Describes DAMRI's commitment to support the welfare of the local community through guidance or assistance.</i>                                                                                                                                                                                          |
| Sosial Ekonomi<br><i>Socio-Economic</i>                                  | Menggambarkan komitmen DAMRI dalam memberikan kebutuhan pelanggan dan menerapkan program-program yang fokus dan berorientasi pelanggan.<br><i>Describes DAMRI's commitment in providing customer needs and implementing customer-focused and customer-oriented programs.</i>                                                                                                                                                   |



# Informasi Tentang Lingkup Tanggung Jawab Sosial Perusahaan yang Merupakan Kewajiban Maupun yang Melebihi Kewajiban

## *Information On The Scope of Corporate Social Responsibility Both As An Obligation and Exceeding An Obligation*

Perusahaan juga melakukan review terhadap seluruh regulasi terkait isu-isu penting tanggung jawab sosial. Perusahaan telah melaksanakan tanggung jawab sosial yang merupakan kewajiban dan yang melebihi kewajiban dengan baik. Peraturan-peraturan yang telah dipatuhi oleh Perusahaan antara lain sebagai berikut:

*The company also reviews all regulations related to important social responsibility issues. The company has carried out social responsibility which is an obligation and which exceeds the obligation well. The regulations that have been complied with by the Company include the following:*

| Kegiatan<br><i>Activity</i>             | Dasar Regulasi<br><i>Regulatory Basis</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ketenagakerjaan<br><i>Employment</i>    | Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan<br><i>Law Number 13 Year 2003 concerning Manpower</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Keselamatan Kerja<br><i>Work Safety</i> | <ol style="list-style-type: none"> <li>1. Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan dan Kesehatan Kerja</li> <li>2. Peraturan Pemerintah Republik Indonesia Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja</li> </ol><br><ol style="list-style-type: none"> <li>1. <i>Law Number 1 of 1970 concerning Occupational Safety and Health</i></li> <li>2. <i>Government Regulation of the Republic of Indonesia Number 50 of 2012 concerning Implementation of Occupational Health and Safety Management Systems</i></li> </ol> |
| Lingkungan Hidup<br><i>Environment</i>  | Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara dan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan sesuai dengan Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup<br><br><i>Law No. 19 of 2003 on State-owned Enterprises and Law Number 40 Year 2007 on Limited Company and in accordance with Law No. 32 of 2009 on the Protection and Environmental Management</i>                                                                                                                             |



| Kegiatan<br>Activity                                                                                                  | Dasar Regulasi<br>Regulatory Basis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Program Kemitraan dan Program Bina Lingkungan<br/><i>Partnership Program and Community Development Program</i></p> | <p>Peraturan Menteri Negara BUMN No PER-09/MBU/05/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara yang sekaligus mengubah Peraturan Menteri Nomor PER-07/ MBU/05/2015. PER-09/MBU/05/2015 ini telah mengalami beberapa perubahan sebagai berikut:</p> <ol style="list-style-type: none"> <li>PER-03/MBU/12/2016 tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara nomor PER-09/MBU/05/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara;</li> <li>PER-02/MBU/7/2017 tentang Perubahan Kedua Atas Peraturan Menteri Badan Usaha Milik Negara nomor PER-09/MBU/05/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara;</li> <li>PER-02/MBU/04/2020 Perubahan Ketiga Atas Peraturan Menteri Badan Usaha Milik Negara nomor PER-09/MBU/05/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.</li> </ol> <p><i>Regulation of the Minister of State-Owned Enterprises No. PER-09/ MBU/05/2015 concerning the Partnership Program and the Community Development Program for State-Owned Enterprises which at the same time amends the Ministerial Regulation No. PER-07/MBU/05/2015. PER-09/ MBU/05/2015 has undergone several changes as follows:</i></p> <ol style="list-style-type: none"> <li><i>PER-03/MBU/12/2016 concerning Amendment to Regulation of the Minister of State-Owned Enterprises number PER-09/MBU/05/2015 concerning Partnership Program and Community Development Program for State-Owned Enterprises;</i></li> <li><i>PER-02/MBU/7/2017 concerning the Second Amendment to the Regulation of the Minister of State-Owned Enterprises number PER-09/MBU/05/2015 concerning the Partnership Program and Community Development Program for State-Owned Enterprises;</i></li> <li><i>PER-02/MBU/04/2020 Third Amendment to the Regulation of the Minister of State-Owned Enterprises number PER-09/MBU/05/2015 concerning the Partnership Program and the Community Development Program for State-Owned Enterprises.</i></li> </ol> |
| <p>Program Anti Korupsi<br/><i>Anti-Corruption Program</i></p>                                                        | <ol style="list-style-type: none"> <li>Undang-Undang Nomor 20 Tahun 2001 tentang Perubahan atas Undang-Undang Nomor 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi.</li> <li>Undang-Undang Republik Indonesia Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Korupsi yang diubah dengan Undang-Undang Nomor 10 Tahun 2015 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 1 Tahun 2015 tentang Perubahan Atas Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi yang diubah dengan Undang-Undang Nomor 19 Tahun 2019 tentang Perubahan Kedua atas Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi.</li> </ol> <ol style="list-style-type: none"> <li><i>Act No. 20 of 2001 on the Amendment to Law Number 31 Year 1999 on Corruption Eradication.</i></li> <li><i>Law of the Republic of Indonesia Number 30 of 2002 concerning the Corruption Eradication Commission as amended by Law Number 10 of 2015 concerning Stipulation of Government Regulation in Lieu of Law Number 1 of 2015 concerning Amendments to Law Number 30 of 2002 concerning the Eradication Commission Corruption Crimes as amended by Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



# Informasi Tentang Strategi dan Program Kerja Perusahaan dalam Menangani Isu-Isu Sosial, Ekonomi, dan Lingkungan dalam Upaya *Stakeholders Engagement* dan Meningkatkan *Value* Untuk *Stakeholder* dan *Shareholder*

## *Information On The Company's Strategy and Work Program In Handling Social, Economic, and Environmental Issues For Stakeholders Engagement and Increasing Value For Stakeholders and Shareholders*

Isu-isu sosial, ekonomi, dan lingkungan telah dikelola dengan baik oleh Perusahaan dengan dimilikinya rencana kerja dan anggaran yang relevan.

*Social, economic , and environmental issues have been managed well by the Company with the relevant work plans and budgets in place.*

| Pemangku Kepentingan<br>(Stakeholders) | Metode Pelibatan<br>(Method of Engagement)                                                                                                                                                                                                                                                                                                                                | Frekuensi<br>(Frequency)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pelanggan<br><i>Customer</i>           | <ol style="list-style-type: none"> <li>1. <i>Customer gathering</i> di beberapa Cabang</li> <li>2. Pertemuan langsung dengan pelanggan</li> <li>3. <i>Customer Award</i></li> </ol> <ol style="list-style-type: none"> <li>1. <i>Customer gathering in several branches</i></li> <li>2. <i>Direct meetings with customer</i></li> <li>3. <i>Customer Award</i></li> </ol> | <ol style="list-style-type: none"> <li>1. Minimal 1 (satu) tahun 1 (satu) kali di beberapa Kantor Cabang.</li> <li>2. Minimal 1 (satu) tahun 1 (satu) kali di beberapa Kantor Cabang.</li> <li>3. 1 (satu) tahun 1 (satu) kali di beberapa Kantor Cabang.</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Minimum 1 (one) year 1 (one) time in several Branch Offices.</i></li> <li>2. <i>Minimum 1 (one) year 1 (one) time in several Branch Offices.</i></li> <li>3. <i>1 (one) year 1 (one) time in several Branch Offices.</i></li> </ol> |

| Pemangku Kepentingan<br>(Stakeholders) | Metode Pelibatan<br>(Method of Engagement)                              | Frekuensi<br>(Frequency)                                                                                                                                                  |
|----------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pemilik Modal<br><i>Capital Owners</i> | Rapat Pembahasan Bersama<br><i>Joint Discussion Meeting</i>             | Minimal 2 (dua) pertemuan dalam 1 (satu) tahun<br><i>Minimum 2 (two) meetings in 1 (one) year</i>                                                                         |
| Karyawan<br><i>Employee</i>            | Pertemuan dengan Serikat Pekerja<br><i>Meeting with The Trade Union</i> | Minimal 2 (dua) kali dalam 1 (satu) tahun<br><i>Minimum 2 (two) times in 1 (one) year</i>                                                                                 |
| Pemerintah<br><i>Government</i>        | Pelaporan Kinerja<br><i>Performance Reporting</i>                       | Dilakukan sepanjang tahun sesuai dengan undangan dari pemerintah terkait<br><i>Conducted throughout the year according to the invitation from the relevant government</i> |
| Mitra Kerja<br><i>Work Partners</i>    | Proses operasional<br><i>Operational process</i>                        | Sepanjang tahun<br><i>Throughout the year</i>                                                                                                                             |

## Informasi Tentang Berbagai Program yang Melebihi Tanggung Jawab Minimal Perusahaan yang Relevan Dengan Bisnis yang Dijalankan

### *Information On Various Programs That Exceed The Minimum Liability of The Company Relevant To The Business*

Selain memenuhi berbagai peraturan perundang-undangan, DAMRI juga memiliki berbagai macam kebijakan internal yang telah dilaksanakan dengan baik.

Kegiatan tanggung jawab sosial yang rutin dilaksanakan oleh DAMRI adalah sebagai berikut:

- Penggunaan armada ramah lingkungan;
- Program Kemitraan dan Bina Lingkungan;
- Pemberian bantuan CSR;
- Go Green* yang dilaksanakan setiap tahun.

*In addition to complying with various laws and regulations, DAMRI also has various internal policies that have been implemented properly.*

*The social responsibility activities routinely carried out by DAMRI are as follows:*

- Use of environmentally friendly fleets;*
- Partnerships and community development program;*
- Providing CSR assistance;*
- Go Green which is held every year.*



## **Informasi Tentang Pembiayaan dan Anggaran Tanggung Jawab Sosial** *Information On Financing and Social Responsibility Budget*

Selama tahun 2020 DAMRI telah melaksanakan Program Kemitraan dan Bina Lingkungan dengan biaya yang dikeluarkan untuk Program Kemitraan sebesar Rp 46.200.000 dan Program Bina lingkungan sebesar Rp 399.994.302 sedangkan untuk pembiayaan tanggung jawab sosial di luar Program Kemitraan dan Bina Lingkungan sebesar Rp 99.941.405 dan sebagian melekat pada tiap-tiap kegiatan operasional yang terkait.

*During 2020 DAMRI has implemented and Environment Partnership Program with the disbursement of funds for the Partnership Program amounted to Rp46,200,000 million Rupiahs and expenditures for Environmental Development Program amounted to Rp399,994,302 whereas for financing social responsibility beyond the Partnership and Community Development Program amounted to Rp99,941,405 and some are attached to each related operational activity.*



## **Tanggung Jawab Sosial Perusahaan Terkait Hak Asasi Manusia** *Corporate Social Responsibility Related To Human Rights*

### **Informasi Tentang Komitmen dan Kebijakan Tanggung Jawab Sosial Core Subject Hak Asasi Manusia**

Komitmen dan kebijakan Perusahaan atas hak asasi manusia (HAM) berlandaskan pada *Universal Declaration of Human Rights* yang mengakui penegakan hak-hak sipil, hak politik, hak ekonomi, sosial, dan kultural serta Deklarasi ILO tentang Prinsip-prinsip Dasar dan Hak-hak dalam Bekerja. Perusahaan juga menerapkan praktik-praktik ketenagakerjaan serta hak asasi manusia sesuai Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan.

### **Information On Commitments and Social Responsibility Policy On The Core Subjectif Human Rights**

*The Company's commitment and policies on human rights are based on the Universal Declaration of Human Rights which recognizes the enforcement of civil rights, political rights, economic, social and cultural rights as well as the ILO Declaration on Fundamental Principles and the rights for working. The company also implements labor practices and human rights in accordance with Law Number 13 of 2003 concerning Manpower.*



Pelaksanaan tanggung jawab sosial terkait penegakan HAM di DAMRI pada tahun 2020 antara lain dengan memberikan kesempatan yang sama kepada karyawan dan calon karyawan, baik pria maupun wanita, untuk bergabung bersama Perusahaan. Pengakuan tersebut juga mencakup persamaan hak dalam memperoleh apresiasi atau promosi kerja serta tidak melakukan diskriminasi dalam bentuk apapun selain kinerja dalam bekerja di Perusahaan.

DAMRI memiliki komitmen penuh terhadap penegakan HAM yang meliputi pencegahan tindakan diskriminasi, kebebasan berserikat, pengaturan waktu kerja, dan izin meninggalkan pekerjaan. Perusahaan juga telah memiliki sarana penanganan keluhan kesah karyawan dan mekanisme diskusi untuk penyelesaian persoalan industrial. Kebijakan tersebut tertuang dalam Perjanjian Kerja Bersama (PKB) antara Perusahaan dengan Serikat Pekerja DAMRI. Selama tahun 2020 tidak terdapat pengaduan terkait pelanggaran praktik ketenagakerjaan dan pelanggaran hak asasi manusia termasuk insiden diskriminasi yang diajukan pegawai kepada Perusahaan.

### Informasi Tentang Rumusan Perusahaan Lingkup Tanggung Jawab Sosial Core Subject Hak Asasi Manusia

DAMRI menekankan pada hak asasi manusia terkait ketenagakerjaan dengan fokus hubungan kerja, yaitu meliputi pengakuan para pihak, jaminan para pihak, kewajiban dan fasilitas Serikat Pekerja, waktu kerja, keluhan kesah, serta bipartit dan tripartit. Pengelolaan hubungan industrial dimulai dari pelaksanaan Perjanjian Kerja Bersama (PKB) yang memayungi kepentingan pekerja dan Perusahaan dalam aspek ketenagakerjaan.

### Informasi Tentang Perencanaan Tanggung Jawab Sosial Bidang Hak Asasi Manusia

Perusahaan menargetkan untuk senantiasa membina hubungan industrial secara proporsional serta menciptakan hubungan yang sinergis, *mutual understanding*, *mutual respect*, *mutual trust*, dan *mutual benefit*. Selain itu, kegiatan tanggung jawab terkait dengan hak asasi manusia diharapkan akan membawa dampak positif bagi peningkatan produktivitas dan kinerja Perusahaan, sehingga pada akhirnya dapat membawa pengaruh kepada peningkatan kesejahteraan karyawan sesuai dengan harapan *stakeholder*.

*Implementation of social responsibility related to human rights enforcement at DAMRI in 2020, among others, by providing equal opportunities to employees and prospective employees, both male and female, to join the Company. Such recognition also includes equal rights in obtaining employment promotion and appreciation or does not acknowledge discrimination in any form other than the performance of the work at the Company.*

*DAMRI is fully committed to upholding human rights which includes preventing acts of discrimination, freedom of association, working time arrangements, and permission to leave work. The company also has facilities for handling employee grievance and discussion mechanisms for resolving industrial problems. This policy is stipulated in the Collective Labor Agreement (PKB) between the Company and the DAMRI Workers Union. During 2020 there were no complaints related to violations of labor practices and human rights violations including incidents of discrimination submitted by employees to the Company.*

### Formulation Information About Corporate Social Responsibility of The Scope of Core Subjectif Human Rights

*DAMRI emphasizes the rights of basic human-related employment with a focus on labor relations, which include the recognition of the parties, the parties guarantee, liability and Workers' Union facilities, working time, grievance, and bipartite and tripartite. The management of industrial relations begins with the implementation of the Collective Labor Agreement (PKB) which covers the interests of the workers and the Company in the employment aspect.*

### Information On Social Responsibility Planning For Human Rights

*The company targets to always foster proportional industrial relations and create synergistic relationships, mutual understanding, mutual respect, mutual trust, and mutual benefits. In addition, responsibility activities related to human rights are expected to have a positive impact on increasing the productivity and performance of the Company, so that in the end it can have an impact on improving employee welfare in accordance with stakeholder expectations.*



## Informasi Tentang Pelaksanaan Inisiatif Tanggung Jawab Sosial Bidang Hak Asasi Manusia

Kegiatan-kegiatan dalam tanggung jawab sosial perusahaan terkait hak asasi manusia meliputi:

1. Pengakuan dan jaminan bagi Serikat Pekerja. Perusahaan telah mengakui bahwa Serikat Pekerja adalah organisasi pekerja yang didirikan secara sah yang mewakili anggotanya untuk melakukan koordinasi, konsultasi, dan perundingan dengan manajemen mengenai hubungan kerja. Serikat Pekerja juga telah mengakui bahwa Perusahaan mempunyai hak dan kewajiban untuk memimpin dan menjalankan Perusahaan sesuai dengan kebijakan manajemen dengan memperhatikan ketentuan-ketentuan yang berlaku.

DAMRI menjamin untuk tidak melakukan diskriminasi atau tekanan, baik secara langsung maupun tidak langsung terhadap pekerja yang dipilih oleh Serikat Pekerja atau ditunjuk oleh Pengurus menjadi Wakil Serikat Pekerja di dalam kapasitasnya untuk melaksanakan tugas. Perusahaan juga menjamin untuk menyelesaikan dengan Serikat Pekerja atas setiap keluhan pekerja, baik yang diajukan secara langsung kepada Pengusaha maupun melalui Serikat Pekerja.

DAMRI memberikan bantuan fasilitas dan pendanaan yang tidak mengikat serta perizinan/dispensasi untuk menunjang kegiatan operasional dan melaksanakan program kerja serikat pekerja. Dalam hal ini, Perusahaan menyediakan fasilitas ruang kantor kesekretariatan beserta kelengkapannya yang memadai. Hal ini merupakan salah satu upaya Perusahaan untuk pencegahan pelanggaran HAM.

2. Waktu Kerja, Lembur, Cuti, dan Izin Meninggalkan Pekerjaan  
Perusahaan telah menetapkan waktu kerja, lembur, cuti, dan izin meninggalkan pekerjaan dan upah lembur dengan memperhatikan prinsip-prinsip hak asasi manusia sebagai berikut:
  - a. Jumlah hari kerja pada unit kerja Kantor Pusat dan Divisi Regional adalah 5 (lima) hari dalam 1 (satu) minggu; jumlah hari kerja pada Kantor Cabang adalah 6 (enam) hari dalam 1 (satu) minggu. Untuk alasan-alasan tertentu, pimpinan unit kerja dapat menetapkan secara lain mengenai jumlah hari kerja dalam 1 (satu) minggu bagi karyawannya.
  - b. Jumlah jam kerja karyawan adalah 40 (empat puluh) jam dalam 1 (satu) minggu tidak termasuk waktu istirahat, dengan ketentuan: 8 (delapan) jam sehari bagi yang melaksanakan waktu kerja 5

## Information On The Implementation of Social Responsibility Initiatives In Human Rights Sector

Activities in corporate social responsibility related to human rights include:

1. *Recognition and guarantees for Trade Unions.* The company has recognized that the Labor Union is a legally established workers' organization that represents its members to coordinate, consult, and negotiate with management regarding employment relations. The Labor Union has also acknowledged that the Company has the right and obligation to lead and run the Company in accordance with management policies by taking into account the applicable provisions.

*DAMRI guarantees not to discriminate or presurize, either directly or indirectly, against workers who are selected by the Trade Union or appointed by the Management as Representatives of the Trade Union in their capacity to carry out their duties. The Company also guarantees to resolve any employee complaints with the Trade Union, whether submitted directly to the Employer or through the Trade Union.*

*DAMRI provides non-binding facilities and funding as well as permits/dispensations to support operational activities and implement trade union work programs. In this case, the Company provides secretarial office space facilities and adequate facilities. This is one of the Company's efforts to prevent human rights violations.*

2. *Working Time, Overtime, Leave, and Permission to Leave Work*  
*The company has determined working time, overtime, leave, and permission to leave work and overtime pay by taking into account the following human rights principles:*
  - a. *The number of working days in a work unit Head Office and Regional Division 5 (five) days within 1 (one) week; the number of working days at the Branch Office is 6 (six) days in 1 (one) week. For certain reasons, the unit head can set the different number of working days within 1 (one) week for its employees.*
  - b. *The number of employee working hours is 40 (forty) hours in 1 (one) week excluding rest time, provided that: 8 (eight) hours a day for those who work 5 (five) days a week; 7 (seven) hours a day for those who work 6 (six) days in 1 (one) week.*

- (lima) hari dalam seminggu; 7 (tujuh) jam sehari bagi yang melaksanakan waktu kerja 6 (enam) hari dalam 1 (satu) minggu.
- c. Ketentuan mengenai pelaksanaan kerja lembur dan besaran uang lembur diatur secara tersendiri oleh masing-masing unit kerja sesuai dengan kebutuhannya.
  - d. Cuti tahunan diberikan kepada karyawan setelah bekerja sekurang-kurangnya 1 (satu) tahun secara terus menerus terhitung sejak pengangkatannya, dan berhak memperoleh cuti tahunan selama 12 (dua belas) hari kerja yang diambil maksimal 2 (dua) kali pengambilan.
  - e. Cuti sakit diberikan kepada Pekerja yang sakit minimal selama 1 (satu) hari dan maksimal selama 1 (satu) tahun berdasarkan surat keterangan dokter/dokter ahli.
  - f. Cuti bersalin diberikan kepada Pekerja wanita yang melahirkan. Lama cuti bersalin adalah 1,5 (satu setengah) bulan sebelum persalinan dan 1,5 (satu setengah) bulan setelah persalinan.
  - g. Cuti gugur kandungan diberikan kepada Pekerja wanita maksimal 45 (empat puluh lima) hari dengan menyertakan surat rekomendasi dokter.
  - h. Izin tidak masuk kerja di luar waktu cuti dapat diberikan kepada karyawan dengan keperluan sebagai berikut:
    - Karyawan yang bersangkutan menikah, diberikan izin selama 5 (lima) hari kerja;
    - Mengkhitan anak, diberikan izin selama 2 (dua) hari kerja;
    - Membaptis anak, diberikan izin selama 2 (dua) hari kerja;
    - Menatahkan gigi anak, diberikan izin 2 (dua) hari kerja;
    - Menikahkan anak, diberikan izin 3 (tiga) hari kerja;
    - Anggota keluarga meninggal dunia, diberikan izin selama 3 (tiga) hari kerja;
    - Istri melahirkan, diberikan izin 2 (dua) hari kerja;
    - Adanya alasan lain yang mendesak dan dapat diterima atasannya, sebanyak-banyaknya 3 (tiga) hari kerja dalam kurun waktu 6 (enam) bulan.

Perusahaan memiliki mekanisme pelaporan hasil kegiatan pelaksanaan HAM yang merupakan salah satu bagian dari laporan manajemen. Laporan Manajemen senantiasa dikaji oleh Direksi dan Dewan Pengawas untuk disampaikan kepada Pemilik Modal.

Pada tahun 2020, DAMRI telah mengeluarkan anggaran untuk tanggung jawab sosial perusahaan terkait hak asasi manusia (termasuk biaya tunjangan cuti untuk karyawan DAMRI) sebesar Rp 267.736.698.

- c. Provisions regarding the implementation of overtime work and the amount of overtime pay are regulated separately by each work unit according to their needs.
- d. Annual leave is given to employees after working for at least 1 (one) year continuously starting from their appointment, and they are entitled to annual leave for 12 (twelve) working days which is taken at a maximum of 2 (two) times.
- e. Sick leave given to workers who are sick for at least for 1 (one) day and a maximum of 1 (one) year by the medical certificate/physician.
- f. Maternity leave is granted to female workers who give birth. The length of maternity leave is 1,5 (one half) months before the birth and 1,5 (one half) months after delivery.
- g. Maternity leave is granted to female workers for a maximum of 45 (forty five) days by attaching a doctor's recommendation letter.
- h. Permission not to come to work outside of time off can be given to employees with the following requirements:
  - The employee concerned is married, given permission for 5 (five) working days;
  - Circumcise children, given permission for 2 (two) working days;
  - Baptize a child, given permission for 2 (two) working days;
  - A ritual of tooth filling for the child, given in 2 (two) working days;
  - Marrying off a child, given permission in 3 (three) working days;
  - Death of a family member, given in 3 (three) working days;
  - Wife gives birth, given permission in 2 (two) working days;
  - There are other reasons that are urgent and can be accepted by their superiors, a maximum of 3 (three) working days within a period of 6 (six) months.

The company has a mechanism for reporting the results of the implementation of human rights activities which is one part of the management report. The Management Report is reviewed by the Board of Directors and the Supervisory Board to be submitted to the Capital Owners.

In 2020, DAMRI has issued a budget for human rights related corporate social responsibility (including costs for DAMRI employee leave benefits) amounted to Rp267,736,698.

## Informasi Tentang Capaian Dan Penghargaan Inisiatif Tanggung Jawab Sosial Bidang Hak Asasi Manusia

Sepanjang tahun 2020, DAMRI tidak memperoleh penghargaan terkait hak asasi manusia.

## *Information On Achievements and Awards On Human Rights Initiatives Social Responsibility*

*Throughout the year 2020, DAMRI did not receive any awards related to human rights.*



## Informasi Tentang Komitmen dan Kebijakan Tanggung Jawab Sosial Core Subject Operasi Yang Adil

DAMRI telah memiliki berbagai kebijakan yang mengatur dilaksanakannya operasi yang adil, di antaranya kebijakan Kode Etik Bisnis dan *Whistleblowing System* (WBS). Kebijakan tersebut dibangun di atas fondasi yang kuat dari visi, misi, serta tata nilai Perusahaan yang diimplementasikan di seluruh fungsi serta seluruh wilayah operasional Perusahaan.

Dengan kebijakan Kode Etik Bisnis, Perusahaan berkomitmen untuk mematuhi semua ketentuan pemerintah dan menerapkan standar baku yang berlaku di industri transportasi, baik di bidang tata kelola maupun dalam praktik bisnis secara umum. Kode Etik merupakan bentuk komitmen dan kepatuhan kepada hukum dan perundang-undangan yang berlaku.

## *Information On Commitments and Social Responsibility Policy Core Subject of Fair Operations*

*DAMRI has various policies that govern fair implementation of the operation, two of them are the policy on Code of Business Conduct and Whistleblowing System (WBS). The policy is built on a strong foundation of the Company's vision, mission, and values which are implemented in all functions and all operational areas of the Company.*

*With the policy of the Code of Business Ethics, the Company is committed to complying with all government regulations and implementing standard standards that apply in the transportation industry, both in the field of governance and in business practices in general. The Code of Ethics is a form of commitment and compliance with prevailing laws and regulations.*

## Informasi Tentang Rumusan Perusahaan Lingkup Tanggung Jawab Sosial Core Subject Operasi yang Adil

Lingkup kegiatan operasi yang adil antara lain meliputi pencegahan *fraud*, *Whistleblowing System* (WBS), penghormatan terhadap hak atas kekayaan intelektual (HAKI), larangan gratifikasi/penerimaan hadiah/cenderamata dan hiburan, aktivitas politik dan sosial, serta pencegahan benturan kepentingan.

## *Information On The Formulation of Company Scope of Social Responsibility Core Subject Fair Operations*

*The scope of fair operations includes prevention of frauds, whistleblowing system (WBS), respect for intellectual property rights (HAKI), prohibition of gratification/acceptance of gifts/souvenirs and entertainment, political and social activities, and prevention of conflicts of interest.*



## Informasi Tentang Perencanaan Tanggung Jawab Sosial Bidang Operasi yang Adil

DAMRI menargetkan seluruh insan DAMRI untuk berperilaku baik dalam melaksanakan segala aktivitas Perusahaan serta menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan Perusahaan. Hal ini diharapkan dapat meminimalisasi peluang terjadinya penyimpangan dan dapat membangun reputasi Perusahaan yang baik. Oleh karena itu, Perusahaan senantiasa berupaya menegakkan kebijakan-kebijakan terkait dengan operasi yang adil sehingga bisa meningkatkan nilai para pemangku kepentingan Perusahaan, yang selanjutnya akan memberikan dampak pada peningkatan nilai Perusahaan.

## Informasi Tentang Pelaksanaan Inisiatif Tanggung Jawab Sosial Bidang Operasi Yang Adil

### 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 preventif dilakukan melalui sosialisasi dan *reminder* tentang Kode Etik Bisnis yang harus dilakukan seluruh Insan DAMRI setiap tahun serta kegiatan pelatihan dan promosi antikorupsi di lingkungan Perusahaan.

### Whistleblowing System (Wbs)

Whistleblowing system diperkenalkan sejak tahun 2014 untuk memperkuat pelaksanaan GCG yang memberikan jalan bagi seluruh Insan DAMRI dan pemangku kepentingan lainnya untuk melaporkan indikasi pelanggaran terhadap Kode Etik Bisnis maupun *fraud*, berdasarkan bukti-bukti yang dapat dipertanggung-jawabkan, serta didasari dengan niat baik. Perusahaan telah menyediakan media khusus pelaporan pelanggaran melalui surat, email, maupun *website*.

### Penghormatan Terhadap Hak Intelektual (HAKI)

Dalam menjalankan bisnis, DAMRI senantiasa menghargai karya seseorang atau institusi dan memberikan penghormatan terhadap hak intelektual seseorang atau institusi. Hak kekayaan intelektual merupakan kekayaan tidak berwujud yang merupakan hasil dari kreativitas seperti hak paten, hak cipta, dan merek dagang. DAMRI mengedepankan sikap:

## Information On Social Responsibility Planning In The Scope Of Fair Operations

DAMRI targets all DAMRI personnel to behave well in carrying out all Company activities and to create a healthy and comfortable working atmosphere within the Company's environment. The expectations is to minimize the opportunity for breaches to occur and to build a good reputation for the Company. Therefore, the Company always strives to enforce policies 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.

## Information On The Implementation of Social Responsibility Initiatives In Fair Operations

### Fraud Prevention

Frauds is an act of fraud, corruption, theft, violation of company policies and regulations, conflict of interest, bribery or gratification, embezzlement, fraud, or extortion within the Company. As part of the spirit to create a Clean BUMN, the Company takes a preventive and curative approach to prevent frauds. The preventive approach is carried out through socialization and reminders about the Code of Business Ethics that must be carried out by all DAMRI personnel every year as well as anti-corruption training and promotion activities within the Company.

### Whistleblowing System (Wbs)

The Whistleblowing system was introduced in 2014 to strengthen the implementation of GCG which provides a way for all DAMRI Personnel 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 based on good intentions. The company has provided special media for reporting violations by mail, email, or website.

### Respect For Intellectual Rights (IPR)

In running a business, DAMRI always respects the work of a person or institution and gives respect to the intellectual rights of a person or institution. Intellectual property rights are intangible property that is the result of creativity such as patents, copyrights, and trademarks. DAMRI puts forward the attitude:



1. Menghormati hak kekayaan intelektual pihak lain.
2. Seluruh Insan DAMRI harus berpartisipasi secara aktif dalam melindungi hak atas kekayaan intelektual milik Perusahaan.
3. Insan DAMRI harus mentaati peraturan perundang-undangan yang mengatur hak kepemilikan kekayaan intelektual.
4. Seluruh Insan DAMRI harus menginformasikan hasil karya yang dihasilkannya, baik selama maupun di luar jam kerja, jika hasil karya tersebut terkait dengan bisnis atau operasi Perusahaan. DAMRI berhak atas seluruh manfaat (*exclusive benefits*) dari paten dan lain-lain yang terkait dengan hasil karya dimaksud.

#### Larangan Gratifikasi/Penerimaan Hadiah/Cenderamata dan Hiburan

Insan DAMRI 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 DAMRI, 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. Insan DAMRI yang 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 dan memberikan penjelasan tentang kebijakan dan aturan ini kepada pihak ketiga.

#### Aktivitas Politik dan Sosial DAMRI

Memberikan hak bagi karyawan untuk menyampaikan aspirasi politik serta mengharuskan Direksi dan karyawan untuk patuh terhadap setiap peraturan perundang-undangan yang mengatur keterlibatan Perusahaan dalam urusan politik.

#### Pencegahan Benturan Kepentingan

Dalam menghadapi adanya benturan kepentingan, setiap Insan DAMRI dilarang untuk:

1. Terlibat dalam pengambilan keputusan atau mencoba mempengaruhi keputusan DAMRI dalam proses pengadaan untuk kepentingan perusahaan yang dimiliki keluarga atau teman atau perusahaan di mana keluarga atau teman adalah pejabat pengambil keputusan.
2. Melibatkan keluarga dalam hubungan bisnis untuk menghindari konflik kepentingan. Segala bentuk transaksi yang dilakukan dengan keterlibatan yang harus dihindari dan didiskusikan terlebih dahulu dengan atasan maupun pemimpin unit pengelola SDM.

1. *Respect the intellectual property rights of others.*
2. *All DAMRI personnel must actively participate in protecting the intellectual property rights of the Company.*
3. *DAMRI personnel must comply with the laws and regulations governing intellectual property ownership rights.*
4. *All DAMRI personnel must inform the work they produce, both during and outside working hours, if the work is related to the business or operations of the Company. DAMRI is entitled to all benefits (exclusive benefits) from patents and others related to the work in question.*

#### Prohibition Of Gratification/Receiving of Gifts/Souvenirs and Entertainment

*DAMRI personnel are prohibited from receiving or requesting directly or indirectly gifts/souvenirs and/or entertainment from any party who does not have a business relationship or a competitor of DAMRI, aiming to obtain information, or something that is not justified by the applicable laws and regulations, or to influence the party to do and/or not to do something related to ones' position/position. DAMRI personnel who are offered/given gifts/souvenirs and/or entertainment that are not in accordance with the provisions stipulated in the Gratification Control Guidelines must politely reject the offer/gift and provide an explanation of these policies and rules to third parties.*

#### DAMRI Political And Social Activities

*Gives employees the right to express political aspirations and requires the Board of Directors and employees to comply with all laws and regulations governing the Company's involvement in political affairs.*

#### Prevention of Conflict of Interest

*In the face of a conflict of interests, every DAMRI Personnel is prohibited from:*

1. *Engage in decision making or try to influence DAMRI's decisions in the procurement process for the benefit of companies owned by family or friends or companies where family or friends are the decision-making officials.*
2. *Involve family in business relationships to avoid conflicts of interest. All forms of transactions carried out with involvement must be avoided and discussed in advance with superiors and leaders of the HR management unit.*

Perusahaan senantiasa melakukan sosialisasi kepada vendor terkait dengan operasi yang adil yang telah dituangkan dalam pedoman pengadaan barang dan jasa.

#### Mekanisme Penanganan Konflik

Penanganan konflik terkait operasi yang adil dilakukan melalui penerapan *Whistleblowing System* dan *Code of Conduct* (WBS). Uraian tentang *Whistleblowing System* dan *Code of Conduct* disajikan dalam tata kelola perusahaan dalam Laporan Tahunan ini.

Stakeholder berharap bahwa mekanisme WBS dan *Code of Conduct* ditegakkan sehingga bisa meningkatkan nilai para pemangku kepentingan Perusahaan, selanjutnya akan memberikan dampak pada peningkatan nilai Perusahaan.

### Informasi Tentang Capaian dan Penghargaan Inisiatif Tanggung Jawab Sosial Bidang Operasi yang Adil

Dengan komitmen penuh dalam penerapan tanggung jawab sosial terkait praktik operasi yang adil telah meningkatkan kepercayaan terhadap DAMRI. Kegiatan usaha DAMRI dapat berjalan dengan baik dan sesuai yang diharapkan oleh para pemangku kepentingan. Selama tahun 2020, DAMRI telah mengalami penurunan laba tahun berjalan menjadi merugi sebesar Rp 220.007.411.000. Hal tersebut dikarenakan DAMRI sebagai perusahaan yang bergerak di bidang jasa transportasi publik terdampak signifikan akibat pandemi Covid-19 sejak Maret 2020.

Pengakuan atas capaian tanggung jawab sosial bidang operasi yang adil terlihat dengan meningkatnya skor GCG *Assessment* dari 81,93 pada tahun 2019 menjadi 82,40 pada tahun 2020. Di samping itu, Perusahaan juga kembali mendapatkan penghargaan sebagai instansi dengan pengelolaan LHKPN terbaik tahun 2020 dalam acara Penganugerahan Kepatuhan LHKPN Terbaik: Maju Lawan Korupsi yang diselenggarakan oleh Komisi Pemberantasan Korupsi (KPK) pada 16 Desember 2020.

*The company always conducts socialization to vendors related to fair operations which have been stated in the guidelines for the procurement of goods and services.*

#### Conflict Handling Mechanism

*The handling of conflicts related to fair operations is carried out through the implementation of the Whistleblowing System and Code of Conduct. A description of the Whistleblowing System and Code of Conduct is presented in corporate governance in this Annual Report.*

*Stakeholders hope that the WBS mechanism and Code of Conduct are enforced so that they can increase the value of the Company's stakeholders, which in turn will have an impact on increasing the value of the Company.*

### Information About The Achievements and Awards of Fair Operations Social Responsibility Initiatives

*Full commitment in implementing social responsibility related to fair operating practices has increased trust in DAMRI. DAMRI's business activities was able to run well and as expected by stakeholders. During 2020, DAMRI has experienced a decrease in profit for the year to a loss of Rp220,007,411,000. That is because DAMRI as a company engaged in the field of public transport services impacted significantly due to the pandemic Covid-19 since March 2020.*

*Recognition of the achievement of social responsibility in the field of fair operations can be seen from the increase in the GCG Assessment score from 81.93 in 2019 to 82.40 in 2020. In addition to that, the Company also received another award as the agency with the best LHKPN management in 2020 at the Best LHKPN Compliance Award: Forward Against Corruption organized by the Corruption Eradication Commission (KPK) on December 16, 2020.*





# Tanggung Jawab Sosial Perusahaan Terkait Lingkungan Hidup

## Corporate Social Responsibility Related To The Environment

### Informasi Tentang Komitmen dan Kebijakan Lingkungan

Perusahaan mengedepankan perilaku ramah lingkungan dalam setiap kegiatan bisnis dan operasional. Hal ini berlandaskan pada komitmen Perusahaan untuk tumbuh berkembang bersama lingkungan sebagai salah satu hal utama yang vital bagi DAMRI. Selain efisiensi penggunaan sumberdaya dan pengelolaan limbah sesuai standar ramah lingkungan di Kantor Pusat dan seluruh jaringan operasional DAMRI, Perusahaan juga terus mengoptimalkan pemeliharaan armada sesuai dengan standar baku lingkungan.

Pada tahun 2020, Perusahaan mengoperasikan armada dengan bahan bakar gas (BBG) yang lebih ramah lingkungan untuk Bus Transjakarta Koridor 1 dan 8 sejumlah 66 (enam puluh enam) armada, serta penggunaan bus dengan standar Euro 3 yang menghasilkan lebih sedikit polusi udara sejumlah 566 (lima ratus enam puluh enam) armada di 30 (tiga puluh) kantor cabang.

### Informasi Tentang Dampak dan Risiko Lingkungan Penting yang Terkait Secara Langsung atau Tidak Langsung dengan Perusahaan

Kegiatan transportasi darat memiliki dampak yang signifikan terhadap lingkungan, dampak tersebut terutama timbul dari pemakaian energi dan limbah serta perubahan kualitas udara ambien dari tingginya aktivitas operasional dan manusia dengan demikian lingkup pengaruh Perusahaan pada para pemangku kepentingan terkait isu lingkungan adalah pada masyarakat di sekitar kegiatan operasional Perusahaan.

### Information On Environmental Commitments and Policies

*The Company prioritizes environmentally friendly behavior in every business and operational activity. This is based on the Company's commitment to grow with the environment as one of the main things that is vital for DAMRI. In addition to efficient use of resources and waste management in accordance with environmentally friendly standards at the Head Office and throughout DAMRI's operational network, the Company also continues to optimize fleet maintenance in accordance with environmental standards.*

*In 2020, the Company operates a fleet of 66 (sixty-six) buses with gas fuel (BBG) for the Transjakarta Corridor 1 and 8 buses, as well as the use of buses with Euro 3 standards which produce less air pollution in the amount of 566 (five hundred and sixty six) fleets in 30 (thirty) branch offices.*

### Information On Important Environmental Impacts and Risks Associated Directly or Indirectly with The Company

*Activities of land transport has a significant impact on the environment, the impact especially arising from energy use and waste as well as changes in the ambient air quality of the high operational activities and human activities. Therefore the contributes the environmental issues impact to stakeholders, namely the community where the company conducts its operational activities.*



Bila tidak ditangani dengan benar, hal-hal tersebut dapat berkembang menjadi masalah lingkungan seperti pencemaran (air, udara dan tanah), kebisingan dan keselamatan kerja, polusi bau, debu, degradasi kualitas lingkungan hidup, dan *global warming*.

## Informasi Tentang Target/Rencana Kegiatan Pada Tahun 2019 yang Ditetapkan Manajemen

Pada tahun 2020, Perusahaan memiliki beberapa rencana kerja terkait perlindungan dan pengelolaan lingkungan hidup. Adapun rencana kerja tersebut terkait kerjasama dalam bidang pengadaan bus Listrik untuk mengurangi polusi yang dihasilkan oleh armada yang beroperasi.

Dalam perencanaan kegiatan CSR terhadap lingkungan hidup, Perusahaan telah mempertimbangkan dampak penting langsung atau tidak langsung aktivitas dan keputusan Perusahaan terhadap lingkungan hidup, di antaranya penghematan energi, pengendalian emisi, dan dampak yang diakibatkan dari limbah padat dan cair. Di samping itu, Perusahaan juga mempertimbangkan harapan pemangku kepentingan, khususnya masyarakat, yaitu tercapainya pelestarian lingkungan hidup. Hal tersebut merupakan perwujudan upaya untuk menciptakan manfaat bersama di bidang lingkungan hidup bagi stakeholder dan Perusahaan.

Dalam melaksanakan CSR terkait dengan lingkungan hidup, Perusahaan senantiasa mendorong seluruh pegawai Perusahaan di Kantor Pusat dan cabang untuk turut aktif berperan dalam kegiatan CSR terkait dengan lingkungan hidup.

## Informasi Tentang Kegiatan yang Dilakukan Dan Terkait Program Lingkungan Hidup yang Berhubungan dengan Kegiatan Operasional Perusahaan

Sebagaimana yang telah ditetapkan di dalam *Corporate Roadmap* Tahun 2020-2024, DAMRI terus aktif melakukan sejumlah kegiatan terkait perlindungan dan pengelolaan lingkungan hidup. Kegiatan tersebut meliputi program pengelolaan energi, efisiensi penggunaan bahan bakar, pengendalian emisi, dan pengelolaan limbah, serta pengendalian polusi udara.

*If not handled properly, these things can develop into environmental problems such as pollution (water, air and soil), noise and work safety, pollution, dust, environmental quality degradation, and global warming.*

## Information About The Target/Activity Plan In 2019 Established By Management

*In 2020, the Company has several work plans related to environmental protection and management. The work plan is related to cooperation in the procurement of electric buses to reduce pollution generated by the operating fleet.*

*In the planning of CSR activities on the environment, the Company has considered the important impact directly or indirectly on the Company's activities and decisions of the environment, in which are energy saving, emission control, and the impact resulting from solid and liquid wastes. In addition, the Company also considers the expectations of stakeholders, especially the community, namely the achievement of environmental conservation. This is a manifestation of efforts to create mutual benefits in the environmental field for stakeholders and the Company.*

*In implementing CSR related to the environment, the Company always encourages all employees of the Company at the Head Office and branches to take an active role in CSR activities related to the environment.*

## Information On Activities Performed and Related To Environmental Programs Related To Company Operational Activities

*As set out in the Corporate Roadmap Year 2020-2024, DAMRI continues to actively perform a number of activities related to environmental protection and management. These activities include energy management programs, fuel efficiency, emission control and waste management, as well as air pollution control.*



**Pengelolaan Energi**

Perusahaan melakukan pengelolaan energi di lingkungan Perusahaan, meliputi pengelolaan energi pada bangunan/gedung, peralatan, dan sistem utilitas. Pengelolaan energi ini penting untuk dilakukan terutama agar mampu meningkatkan efisiensi penggunaan energi.

Perusahaan selalu mengingatkan kepada seluruh Insan DAMRI untuk senantiasa melakukan penghematan energi untuk meningkatkan efisiensi energi.

**Efisiensi Penggunaan Bahan Bakar**

Kantor Pusat dan Kantor Cabang DAMRI menggunakan armada yang ramah lingkungan dan hemat bahan bakar sehingga dalam operasionalnya terdapat beberapa pemangkasan anggaran untuk bahan bakar.

**Pengendalian Emisi**

Pengendalian emisi di DAMRI dilakukan melalui 2 (dua) metode, yaitu pemantauan dan pengelolaan emisi. Pemantauan adalah pengukuran emisi secara langsung seperti pada kendaraan/peralatan.

Pengelolaan emisi adalah langkah untuk menjaga nilai emisi atau kualitas udara agar tetap di bawah baku mutu yang telah ditetapkan sesuai izin lingkungan kegiatan terkait. Emisi yang dihasilkan oleh kegiatan usaha DAMRI berasal dari kegiatan operasional.

**Pengelolaan Limbah**

DAMRI telah melakukan pengendalian limbah bahan beracun dan berbahaya (B3) dengan baik. Pengendalian limbah tersebut dilakukan berdasarkan jenis limbah. Jenis limbah yang terdapat di wilayah operasional dibedakan menjadi limbah padat/sampah, limbah B3, dan limbah cair domestik.

Limbah padat/sampah di area gedung perkantoran maupun di area terminal/operasional, sampah dari kegiatan yang dihasilkan oleh Perusahaan, selama ini telah dikelola dengan baik. Bentuk pengelolaan ini antara lain adanya penyediaan wadah sampah dengan jumlah yang memadai pada area-area tersebut, pengangkutan sampah secara rutin dari wadah sampah ke Tempat Pembuangan Sementara (TPS), dan pengangkutan dari TPS ke Tempat Pemrosesan Akhir (TPA). Limbah B3 Perusahaan dihasilkan dari kegiatan perkantoran dan terminal/operasional. Dari kegiatan perkantoran, limbah B3 yang dihasilkan antara lain seperti toner, cartridge, kain majun, oli bekas genset, dan bangkai lampu. Dari kegiatan terminal/operasional, limbah B3 yang dihasilkan antara lain bahan bakar bekas dari crane, oli bekas genset, dan bangkai lampu. Limbah B3 yang dihasilkan dari bus juga dikelola oleh Perusahaan, seperti oli pelumas bekas, sludge oil, minyak kotor/bekas, dan lainnya dengan menyediakan wadah/tempat khusus pembuangan limbah B3 agar tidak mencemari lingkungan.

**Energy Management**

*The Company carries out energy management within the Company's environment, including energy management in buildings, equipment, and utility systems. Energy management is important to do, especially in order to increase the efficiency of energy use.*

*The company always reminds all DAMRI personnel to always save energy to improve energy efficiency.*

**Fuel Use Efficiency**

*The DAMRI Head Office and Branch Offices use environmentally friendly and fuel efficient fleets enabling their operations to do several budget cuts for fuel.*

**Emission Control**

*Emissions control in DAMRI is carried out through 2 (two) methods, namely monitoring and managing emissions. Monitoring is the direct measurement of emissions as in vehicles/equipment.*

*Emission management is a step to maintain the emission value or air quality in order to remain below the quality standard that has been set according to the environmental permit for the related activity. Emissions generated by DAMRI's business activities come from operational activities.*

**Waste Management**

*DAMRI has properly controlled toxic and hazardous waste (B3). Waste management is carried out based on the type of waste. Types of waste are contained in the operational area can be divided into solid waste/garbage, B3 waste and domestic waste.*

*Solid waste/garbage in the office building area as well as in the terminal/operational area, waste from activities produced by the Company, has so far been managed properly. This form of management includes the provision of adequate number of waste containers in these areas, routine transportation of waste from waste containers to Temporary Disposal Sites (TPS), and transportation from TPS to Final Processing Sites (TPA). The Company's B3 waste is generated from office and terminal/operational activities. From office activities, B3 waste generated includes toner, cartridges, rags, used oil from generators, and lamp waste. From terminal/operational activities, the B3 waste generated includes used fuel from cranes, used oil from generators, and lamp waste carcasses. B3 waste generated from buses is also managed by the Company, such as used lubricating oil, sludge oil, dirty/used oil, and others by providing special containers/places for B3 waste disposal so as not to pollute the environment.*

### Pengendalian Polusi Udara

Perusahaan menggunakan armada yang ramah lingkungan dan hemat bahan bakar sehingga dalam operasionalnya polusi yang dihasilkan sangat sedikit. Perusahaan juga melaksanakan aksi *Go Green* yang diantaranya merupakan penanaman pohon pada setiap tahunnya untuk ikut serta menjaga lingkungan dari polusi udara.

## Informasi Tentang Pelaksanaan Inisiatif Tanggung Jawab Sosial Terkait Lingkungan Hidup

Sebagaimana yang telah ditetapkan di dalam *Corporate Roadmap* Tahun 2020-2024, DAMRI terus aktif melakukan sejumlah kegiatan terkait perlindungan dan pengelolaan lingkungan hidup. Kegiatan tersebut meliputi program pengelolaan energi, efisiensi penggunaan bahan bakar, pengendalian emisi, dan pengelolaan limbah, serta pengendalian polusi udara.

### Informasi Tentang Capaian Dampak Kuantitatif

Berkesinambungan, maka hal ini memberikan dampak positif bagi terjadinya efisiensi dalam penggunaan energi terhadap lingkungan hidup. Dampak dari perubahan penggunaan energi tersebut, berupa penurunan biaya operasi dan polusi udara. Adapun penurunan penggunaan listrik, air, kertas dan sebagainya adalah wujud kepedulian Perusahaan terhadap lingkungan hidup.

### Sertifikasi di Bidang Lingkungan yang Dimiliki

Sampai dengan 31 Desember 2020, DAMRI belum memiliki sertifikat di bidang lingkungan.

### Air Pollution Control

*The company uses an environmentally friendly and fuel efficient fleet so that in its operations there is very little pollution. The company also carries out Go Green actions, which include tree planting activities to participate in protecting the environment from air pollution.*

## Information On Implementation of Social Responsibility Initiatives Related To The Environment

*As set out in the Corporate Roadmap Year 2020-2024, DAMRI continues to actively perform a number of activities related to environmental protection and management. These activities include energy management programs, fuel efficiency, emission control and waste management, as well as air pollution control.*

### Information About Quantitative Impact Achievements

*With the implementation of a better and more sustainable energy management program, this will have a positive impact on the efficiency of energy use on the environment. The impact of changes in energy use is in the form of reduced operating costs and air pollution. The reduction in the use of electricity, water, paper and so on is a manifestation of the Company's concern for the environment.*

### Certification In The Environment

*As of December 31, 2020, DAMRI is yet have a certificate in the environmental field.*



# Tanggung Jawab Sosial Perusahaan Terkait Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja

## *Corporate Social Responsibility Related Employment, Health, and Safety*

### **Kebijakan dan Komitmen Tanggung Jawab Sosial Perusahaan Core Subject Ketenagakerjaan**

DAMRI menempatkan aspek kesehatan dan keselamatan kerja serta kesejahteraan setiap karyawan sebagai faktor penting dalam menjalankan kegiatan operasional. Untuk itu, Perusahaan telah merancang dan mengimplementasikan kebijakan serta program Kesehatan dan Keselamatan Kerja (K3) untuk seluruh karyawan, meliputi kesetaraan gender, sarana kesehatan dan keselamatan (K3) karyawan, program kesehatan dan kesejahteraan karyawan, dan kegiatan terkait lainnya.

### **Informasi Lingkup dan Perumusan Tanggung Jawab Sosial Bidang Ketenagakerjaan**

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 (pengelolaan keselamatan kerja pegawai).

### **Informasi Terkait Target/Rencana Kegiatan Pada Tahun 2019 yang Ditetapkan Manajemen**

Perusahaan berupaya menciptakan kondisi yang kondusif sehingga dapat meminimalisir risiko-risiko dalam kegiatan perusahaan, di antaranya terkait keselamatan kerja di area kantor dan bengkel.

### ***Policy and Corporate Social Responsibility Commitment on the Employment Core Subject***

*DAMRI places occupational health and safety as well as the welfare of each employee as an important factor in carrying out operational activities. To that end, the Company has designed and implemented Occupational Health and Safety (K3) policies and programs for all employees, including gender equality, employee health and safety (K3) facilities, employee health and welfare programs, and other related activities.*

### ***Scope Information and Formulation of Social Responsibility In The Employment Sector***

*The scope of employment, occupational health and safety activities includes employment programs (gender equality and employment opportunities, use of locally sourced workers, equal opportunities for competency development, remuneration, freedom of association, and pension programs), occupational health management programs and occupational safety programs (management of occupational health and safety).*

### ***Information Related To The Target/Activity Plan In 2019 Set By Management***

*The company strives to create conducive conditions so as to minimize risks in company activities, including those related to work safety in the office and workshop area.*



Perusahaan menitikberatkan pada pelibatan stakeholder internal Perusahaan, khususnya Serikat Karyawan dalam berbagai kegiatan ketenagakerjaan yang dilakukan. Perusahaan berkomitmen dan memberi perhatian yang tinggi dalam hal kesetaraan *gender* dan kesempatan kerja, pelatihan kerja untuk meningkatkan profesionalisme pekerja, serta sistem imbal jasa yang sepadan sehingga memberikan dampak positif bagi karyawan maupun Perusahaan.

Dalam melakukan perencanaan kegiatan bidang ketenagakerjaan, Perusahaan senantiasa mempertimbangkan risiko bagi perusahaan dan *stakeholder* dengan memperhatikan data-data terkait *turnover* serta melakukan *due diligence* dengan menggunakan pendekatan survei kebutuhan karyawan, yaitu survei engagement, kepuasan karyawan, dan survei industri sejenis terkait ketenagakerjaan (*benchmarking*). Ekspektasi karyawan terkait dengan kompensasi, kebebasan menyampaikan pendapat, dan kenyamanan kerja menjadi bahan pertimbangan dalam perencanaan kegiatan bidang ketenagakerjaan.

## Informasi Terkait Praktik Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja Dan Kegiatan yang Dilakukan dan Dampak Kuantitatif Atas Kegiatan Tersebut Ketenagakerjaan

### Penggunaan Tenaga Kerja Lokal

DAMRI senantiasa melakukan proses rekrutmen yang mengedepankan asas-asas keterbukaan, kewajaran, dan kompetensi yang dimiliki oleh kandidat dengan memprioritaskan penggunaan tenaga kerja lokal/nasional.

### Kesetaraan Gender Dan Kesempatan Kerja

DAMRI memberikan kesempatan 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 DAMRI didasarkan atas hasil seleksi, evaluasi pada masa percobaan, dan orientasi pekerja. Perusahaan juga menetapkan waktu kerja yang fleksibel bagi karyawan wanita, seperti memberikan cuti untuk karyawan wanita yang melahirkan atau keguguran, dan menyediakan fasilitas bagi ibu menyusui. Bagi karyawan yang berkebutuhan khusus, Perusahaan memberikan fasilitas yang dibutuhkan sehingga dapat memperoleh kesempatan kerja yang sama.

*The Company focuses on the involvement of the Company's internal stakeholders, especially the Trade Union, in various employment activities carried out. The Company is committed and pays high attention to gender equality and job opportunities, job training to improve worker professionalism, and a commensurate reward system so as to have a positive impact on employees and the Company.*

*In the planning of activities in the field of employment, the Company continues to consider the risks for companies and stakeholders with due regard to relevant data turnover and conduct due diligence with the approach survey of employee needs, namely employee engagement survey, employee satisfaction, and a survey of similar industries related to employment (benchmarking). Employee expectations related to compensation, freedom of expression, and work comfort are taken into consideration in planning activities in the field of employment.*

## Information Relating To Employment, Health And Safety Practices and The Activities Performed and The Quantitative Impact of These Activities

### Employment

#### Use of Locally Sourced Labor

*DAMRI always carries out a recruitment process that prioritizes the principles of openness, fairness, and competence possessed by candidates by prioritizing the use of local/national workers.*

#### Gender Equality and Employment Opportunity

*DAMRI provide opportunities equal for everyone, both men and women regardless of different ethnicity, religion, race, gender, or physical condition to participate in the recruitment of workers. The appointment of prospective workers within DAMRI is based on the results of selection, evaluation during the probationary period, and employee orientation. The company also set a flexible working time for female employees, such as giving employees time off for women who give birth or experiencing miscarriage, and providing facilities for nursing mothers. For employees with special needs, the Company provides the necessary facilities so that they can get the same job opportunities.*



**Mekanisme Pengaduan Masalah Ketenagakerjaan**

DAMRI membuka kesempatan seluas-luasnya bagi pekerja untuk berperan serta dalam perkembangan DAMRI ke arah yang lebih baik. Komitmen ini ditunjukkan dengan disediakannya sarana pengaduan. Pekerja yang memiliki keresahan terkait masalah ketenagakerjaan, dapat mengikuti tata cara sebagaimana tertuang dalam Pasal 53 Perjanjian Kerja Bersama DAMRI dengan Serikat Pekerja DAMRI Periode tahun 2018-2020, dengan rincian sebagai berikut:

1. Setiap keluhan kesah dan pengaduan diselesaikan dan dibicarakan secara hierarki dengan atasan langsung.
2. Apabila hasil penyelesaian sebagaimana tersebut dalam ayat (1) dirasa belum memuaskan, keluhan dan pengaduan dapat diteruskan kepada atasan dari atasan langsung atau pemimpin tertinggi unit kerja setempat.
3. Apabila cara penyelesaian sebagaimana dimaksud ayat (2) juga masih tidak memuaskan, maka yang bersangkutan dapat meneruskan keluhan dan pengaduannya kepada Serikat Pekerja.
4. Atas dasar keluhan dan pengaduan sebagaimana dimaksud dalam ayat (3), pengurus Serikat Pekerja dapat meminta pengusaha atau pimpinan tertinggi unit kerja untuk menyelesaikan permasalahan tersebut melalui lembaga kerjasama bipartit setempat.
5. Dengan kewenangannya, lembaga kerjasama bipartit setempat berhak meminta keterangan dari para pihak yang berselisih serta membantu penyelesaiannya secara musyawarah yang hasilnya mengikat bagi kedua belah pihak.
6. Dalam hal upaya penyelesaiannya melalui lembaga kerjasama bipartit setempat juga menemui jalan buntu, maka dapat ditempuh upaya hukum lain sesuai dengan ketentuan perundangan yang berlaku.

**Kesetaraan Kesempatan Pengembangan Kompetensi**

DAMRI selalu memberikan kesempatan bagi setiap karyawan untuk dapat mengembangkan potensi, terutama untuk mendukung Perusahaan. DAMRI juga aktif untuk mengikutsertakan serta memberikan penyuluhan, seminar, serta diklat kepada karyawan yang mampu, berpotensi, dan dirasa perlu mendapatkannya.

**Remunerasi**

DAMRI menerapkan kebijakan remunerasi yang berlandaskan pada 2 (dua) prinsip dasar, yaitu *internal equity* dan *market competitiveness*. Melalui prinsip tersebut, DAMRI memastikan bahwa remunerasi yang diberikan sesuai dengan kinerja pekerja (*pay for performance*).

**Employee Grievance Mechanism**

DAMRI opens the widest opportunity for workers to participate in the development of DAMRI in a better direction. This commitment is demonstrated by the provision of a complaint channel. Worker who have concerns related to labor issues, can follow the procedures as stated in Article 53 of the Collective Labor Agreement with Unions DAMRI DAMRI year period from 2018 to 2020, with details as follows:

1. Any grievance and complaints are resolved and discussed with the immediate supervisor.
2. If the results of the settlement as referred to in paragraph (1) are deemed unsatisfactory, grievance and complaints can be forwarded to the superior of the immediate superior or the highest leader of the local work unit.
3. If the settlement method as referred to in paragraph (2) is still not satisfactory, then the person concerned may forward his/her grievance and complaints to the Trade Union.
4. Based on the grievance and complaints as referred to in paragraph (3), the management of the Trade Union may ask the entrepreneur or the highest leadership of the work unit to resolve the problem through the local bipartite institution.
5. With its authority, the local bipartite institution has the right to request information from the disputing parties and to assist in the resolution by deliberation, the results of which are binding both parties.
6. In the event that the settlement efforts through the local bipartite cooperation institution are also deadlocked, then other legal remedies can be taken in accordance with the provisions of the applicable laws.

**Equal Opportunity For Competence Development**

DAMRI always provides opportunities for every employee to be able to develop their potential, especially to support the Company. DAMRI is also active to include and provide counseling, seminars, and training to employees who are able, have the potential, and feel the need to get it.

**Remuneration**

DAMRI implements a remuneration policy based on 2 (two) basic principles, namely *internal equity* and *market competitiveness*. Through this principle, DAMRI ensures that the remuneration given is in accordance with the worker's performance (*pay for performance*).

### Kebebasan Berserikat

DAMRI senantiasa berkomitmen untuk mendorong terciptanya hubungan industrial yang harmonis dengan Serikat Pekerja sebagai perwakilan dari karyawan. Di dalam usaha memajukan DAMRI, manajemen telah menjalin hubungan industrial yang harmonis dengan Serikat Pekerja untuk menciptakan suasana kerja yang kondusif dan menjalin kelangsungan kerja Perusahaan. Manajemen memandang Serikat Pekerja sebagai mitra strategis, sehingga kebijakan-kebijakan khususnya di bidang SDM terkait masalah kesejahteraan dapat memperoleh masukan dari Serikat Pekerja. Manajemen secara aktif melakukan pertemuan dengan Serikat Pekerja.

Untuk itu, DAMRI telah membentuk wadah atau forum bipartit dengan Serikat Pekerja yang berfungsi untuk menampung dan menyelesaikan permasalahan ketenagakerjaan yang timbul maupun yang berpotensi menjadi masalah dan bertujuan sebagai wadah untuk memberikan saran kepada manajemen dalam pengambilan keputusan di bidang ketenagakerjaan. Wadah tersebut mempermudah pekerja dalam menyampaikan aspirasi kepada Perusahaan secara berjenjang sehingga komunikasi dua arah antara DAMRI dan pekerja tetap terjaga.

Kegiatan Serikat Pekerja dengan manajemen DAMRI adalah sebagai berikut:

| Agenda<br>Activity                                                                                                                                           | Tanggal<br>Date                      | Tempat<br>The Place                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------------------|
| Rapat Kerja DAMRI tahun 2020 dengan Agenda Pembahasan Program Kerja Tahun 2020<br><i>DAMRI 2020 Working Meeting with 2020 Work Program Discussion Agenda</i> | 10-12 Maret 2020<br>10-12 March 2020 | Bogor, Jawa Barat<br>Bogor, West Java |

### Kesehatan

Karyawan merupakan aset penting yang berkontribusi besar dalam pencapaian tujuan Perusahaan. Oleh karenanya, karyawan DAMRI termasuk keluarganya mendapatkan fasilitas kesehatan dari Kantor. Sebagai bentuk kepatuhan terhadap peraturan perundang-undangan yang berlaku dan komitmen atas kesehatan karyawan, beberapa kegiatan yang menjadi tanggung jawab sosial terhadap para pegawai antara lain membentuk Tim Tanggap Krisis Covid-19 (mulai dari pembentukan Tim Satgas Covid-19, tindakan secara preventif dan kuratif), pembagian alat pelindung diri (APD) Covid-19, dan melakukan pemeriksaan kesehatan secara gratis kepada pegawai di seluruh bagian Perusahaan saat pandemi Covid-19.

### Freedom of Association

*DAMRI is always committed to encouraging the creation of harmonious industrial relations with the Trade Unions as representatives of employees. In an effort to promote DAMRI, management has established harmonious industrial relations with the Labor Union to create a conducive working atmosphere and maintain the continuity of the Company's work.*

*Management views the Labor Union as a strategic partner, so that policies, especially in the field of HR related to welfare issues, can obtain input from the Labor Union. Management actively conducts meetings with Trade Unions.*

*Hence, DAMRI has established a bipartite forum or forum with Trade Unions that functions to accommodate and resolve labor problems that arise as well as those that have the potential to become problems and aim as a forum to provide advice to management in making decisions in the field of employment. This forum makes it easier for employees to convey their aspirations to the Company in stages so that two-way communication between DAMRI and employees is maintained.*

*The activities of the Trade Unions with DAMRI management are as follows:*

### Health

*Employees are important assets that contribute greatly to the achievement of the Company's goals. Therefore, DAMRI employees including their families get health facilities from the Company. As a form of compliance with applicable laws and regulations and a commitment to employee health, several activities that are socially responsible for employees include forming the Covid-19 Crisis Response Team (starting from the formation of the Covid-19 Task Force Team, preventive and curative), distribution of personal protective equipment d envy (APD) Covid-19, and a medical examination free of charge to the employees in all parts of Company during the Covid-19 pandemic.*

## Keselamatan Kerja

Dalam hal keselamatan kerja, DAMRI menerapkan ketentuan dasar sesuai dengan syarat-syarat keselamatan kerja yang diatur pada peraturan perundang-undangan yang berlaku antara lain:

1. Undang-Undang Nomor 1 Tahun 1970 mengenai Keselamatan dan Kesehatan Kerja.
2. Undang-Undang Ketenagakerjaan Nomor 13 Tahun 2003 pada Pasal 86 yang menyebutkan setiap pekerja/buruh mempunyai hak untuk memperoleh perlindungan atas keselamatan dan kesehatan kerja serta Pasal 87 bahwa setiap perusahaan wajib menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja yang terintegrasi dengan manajemen perusahaan.
3. Undang-Undang Nomor 22 tahun 2009 tentang Lalu Lintas Jalan dan Angkutan pada Pasal 204 di mana Perusahaan Angkutan Umum wajib membuat, melaksanakan, dan menyempurnakan sistem manajemen keselamatan dengan berpedoman pada rencana umum nasional Keselamatan Lalu Lintas dan Angkutan Jalan.
4. Peraturan Menteri Perhubungan Republik Indonesia Nomor 85 Tahun 2018 tentang Sistem Manajemen Keselamatan Perusahaan Angkutan Umum.
5. Pedoman Sistem Manajemen Keselamatan DAMRI Tahun 2018.

Kegiatan-kegiatan keselamatan kerja yang dilaksanakan di tahun 2020 di antaranya adalah:

1. Implementasi Sistem Manajemen Keselamatan  
Sistem Manajemen Keselamatan bertujuan menciptakan lingkungan kerja yang berasaskan kesehatan dan keselamatan untuk mencegah cedera, kecelakaan, dan penyakit akibat kerja. DAMRI menerapkan sistem manajemen keselamatan berdasarkan Peraturan Menteri Perhubungan Nomor 85 Tahun 2018 tentang Sistem Manajemen Keselamatan Perusahaan Angkutan Umum dan telah tersertifikasi oleh Badan Sertifikasi Internasional untuk penerapan Sistem Manajemen Keselamatan Perusahaan Angkutan Umum (SMK PAU) di Kantor Cabang Bandara Soekarno Hatta.
2. Pelatihan/*Training*  
DAMRI berkomitmen terhadap terciptanya lingkungan kerja yang aman dan sehat serta peningkatan kompetensi karyawan dalam menghadapi berbagai situasi khususnya aspek keselamatan. Untuk menekan angka kecelakaan dan meningkatkan kemampuan karyawan dalam menghadapi keadaan darurat maka secara rutin diadakan pelatihan dan evaluasi sehingga dapat menciptakan *awareness* keselamatan dan kesiapsiagaan bagi seluruh karyawan.

## Work Safety

*In terms of work safety, DAMRI applies basic provisions in accordance with work safety requirements regulated in the applicable laws and regulations, including:*

1. *Law No. 1 of 1970 concerning Occupational Safety and Health.*
  2. *Labor Law No. 13 Year 2003 p No P origin 86 that says every worker/laborer has the right to the protection of health and safety as well as Article 87 that every company must implement a Safety Management System and Occupational Health that is integrated with the company's management .*
  3. *Law No. 22 of 2009 on Road Traffic and Transport No P origin 204 where Transport Company General shall establish, implement, and enhance the safety management system based on the national general plan Traffic Safety and Road Transport.*
  4. *Regulation of the Minister of Transportation of the Republic of Indonesia Number 85 of 2018 concerning the Safety Management System of Public Transportation Companies.*
  5. *2018 DAMRI Safety Management System Guidelines.*
- Work safety activities conducted in the year 2020 are:*

1. *Implementation of Safety Management System*  
*The Safety Management System aims to create a work environment based on health and safety to prevent injuries, accidents, and occupational diseases. DAMRI implement a safety management system based on Regulation of the Minister of Communications No. 85 Year 2018 on the Safety Management System and the Public Transport Company has been certified by the International Certification Board for implementation of the Safety Management System of Public Transport Company (SMK PAU) at Soekarno Hatta Airport Branch Office.*
2. *Training*  
*DAMRI is committed to creating a safe and healthy work environment as well as increasing employee competence in dealing with various situations, especially the safety aspect. To reduce the number of accidents and improve the ability of employees to deal with emergencies, training and evaluation are regularly held so as to create awareness of safety and readiness for all employees.*

### 3. Inspeksi Kendaraan

Melakukan pemeriksaan kendaraan merupakan hal yang wajib dilaksanakan sebelum kendaraan beroperasi untuk memastikan keselamatan dan pelayanan yang maksimal. Menjamin keselamatan penumpang dengan kondisi kendaraan yang prima dan penyediaan fasilitas terbaik untuk pelanggan agar selama perjalanan merasa nyaman, aman, dan selamat mencapai tujuan.

### 4. Pemeriksaan Kesehatan dan Narkoba

Disamping memastikan fasilitas dan kondisi kendaraan, yang menjadi hal penting lainnya adalah pelaksanaan pemeriksaan kesehatan dan narkoba sebagai kontrol agar kondisi tubuh tetap prima selama bekerja. Hal ini juga sebagai upaya untuk menekan angka kecelakaan di lingkungan DAMRI.

Melalui kegiatan-kegiatan keselamatan kerja tersebut di atas DAMRI dapat menekan frekuensi kecelakaan kerja (*Frequency Rate*) tahun 2019-2020.

### 3. Vehicle Inspection

Performing a vehicle inspection is a must before the vehicle operates to ensure maximum safety and service. Ensuring the safety of passengers with excellent vehicle conditions and providing the best facilities for customers so that they feel comfortable, safe during the trip, and safely reach their destination.

### 4. Health Checkup and Drugs

Besides ensuring the facilities and condition of the vehicle, another important thing is the implementation of health and drug checks as a control so that the body remains in excellent condition while working. This is also an effort to reduce the number of accidents in the DAMRI environment.

Through the activities of the above-mentioned safety DAMRI can suppress the frequency of occupational accidents (*Frequency Rate*) of 2019-2020 .

Tabel Rekapitulasi *Frequency Rate* (Fr) Tahun 2019–2020  
*Table of Frequency Rate (Fr) Recapitulation Year 2019–2020*

| 2019 | 2020 |
|------|------|
| 0,01 | 0,05 |

## Dampak Tanggung Jawab Sosial

Sistem Manajemen Keselamatan dan Kesehatan Kerja menjadi hal yang penting untuk dilaksanakan berkaitan dengan tanggung jawab perusahaan dalam menciptakan lingkungan kerja yang sehat dan selamat. Hal ini dibuktikan dengan tercapainya *zero accident* di area perkantoran dan perbengkelan DAMRI selama tahun 2020.

## Impact of Social Responsibility

The Occupational Health and Safety Management System is an important thing to implement in relation to the company's responsibility in creating a healthy and safe work environment. This is evidenced by the achievement of *zero accidents* in the DAMRI office and workshop areas during 2020.

Tabel Data Kecelakaan Kerja (Accident) Tahun 2019–2020  
*Table of Occupational Accident Data (Accident) Year 2019–2020*

| 2019 | 2020 |
|------|------|
| 0    | 0    |







# Tanggung Jawab Sosial Perusahaan Terkait Tanggung Jawab Kepada Konsumen

## *Corporate Social Responsibility Related To Consumer Responsibility*

### Target/Rencana Kegiatan Pada Tahun 2020 yang Ditetapkan Manajemen

Sebagai perusahaan jasa transportasi publik, pelayanan dan keselamatan menjadi komitmen hal yang paling utama dalam pemenuhan harapan para pelanggan di tengah pandemi Covid-19. DAMRI senantiasa berupaya untuk menerapkan tanggung jawab sosial terhadap pelanggan. Tanggung jawab sosial terhadap pelanggan diwujudkan melalui layanan strategis yang meliputi:

1. Menerapkan protokol kesehatan yang lengkap;
2. Menekan penyebaran Covid-19 seperti melakukan desinfeksi kendaraan, penyediaan alat pelindung diri untuk pengemudi dan petugas yang melakukan kontak langsung dengan pelanggan, menyediakan fasilitas *hand sanitizer*, pembatasan jarak antar penumpang, dan kebijakan lainnya
3. Memberikan jaminan keamanan dan keselamatan pelanggan,
4. Meningkatkan kualitas layanan yang diberikan kepada pelanggan,
5. Meningkatkan kemudahan akses informasi dan layanan DAMRI,
6. Menyediakan pusat pengaduan pelanggan DAMRI,
7. Menempatkan kepuasan pelanggan sebagai bentuk pelayanan yang fundamental dan penting.

Hal ini didasari keyakinan bahwa pelanggan atau pengguna jasa transportasi adalah salah satu pemangku kepentingan yang mempunyai peran sentral dalam menjamin keberlangsungan usaha sehingga merupakan partner utama dalam mengembangkan usaha.

Sektor transportasi merupakan salah satu sektor yang sangat terdampak akibat *pandemic* Covid-19. DAMRI sebagai salah satu penyedia jasa transportasi pun merasakan dampaknya, yaitu penurunan pendapatan hingga 70% akibat menurunnya jumlah penumpang.

### Target/Activity Plan For The Year 2020 Set By Management

*As public transportation services company, servicing and safety is the most important thing commitment in meeting the expectations of customers in the middle of a Covid-19 pandemic. DAMRI always strives to implement social responsibility towards customers. Social responsibility towards customers is realized through strategic services which include:*

- 1. Implement complete health protocols;*
- 2. Suppressing the spread of Covid-19 such as carrying out vehicle disinfection, providing personal protective equipment for drivers and officers who make direct contact with customers, providing hand sanitizer facilities, limiting the distance between passengers, and other policies*
- 3. Provide assurance of customer safety and security,*
- 4. Improving the quality of services provided to customers,*
- 5. Improving the ease of access to DAMRI information and services,*
- 6. Provide a DAMRI customer complaint center,*
- 7. Placing customer satisfaction as a form of service that is fundamental and important.*

*This is based on the belief that customers or users of transportation services are one of the stakeholders who have a central role in ensuring business continuity so that they are the main partners in business development.*

*The transportation sector is one of the sectors severely impacted by the Covid-19 pandemic. DAMRI as a provider of transportation services also bear the impact, namely a decline in revenue of up to 70% due to a decrease in the number of passengers.*

## Services Level Agreement (SLA)

### Monitoring Kegiatan SLA – SLG

DAMRI memiliki perjanjian *Services Level Agreement* (SLA) dengan pengelola Bandara Internasional Soekarno-Hatta yang berisi tentang *Services Level Guarantee* (SLG). SLA-SLG merupakan komitmen perusahaan penyedia jasa di Bandara guna memperoleh persepsi yang sama dan efektif dalam meningkatkan pelayanan kepada pengguna jasa Bandara Internasional Soekarno-Hatta.

Pada tahun 2020, DAMRI telah melakukan *Monitoring* dan *Evaluasi Pelaksanaan Kegiatan Services Level Agreement - Services Level Guarantee* (SLA - SLG) pada 16-26 Juni 2020 dengan menggunakan aplikasi *Rampcheck* QA QC dengan 3 (tiga) lokasi, yaitu *Pool* Pengendapan Bandara Soekarno Hatta, *Pool* DAMRI Kemayoran, dan *Pool* Kramat sebagai langkah kesiapan Damri menghadapi kondisi kenormalan baru dan pencegahan Covid-19 di lingkungan Perum DAMRI.

Adapun indikator-indikator yang ditetapkan terdiri atas 34 indikator yang telah disesuaikan dengan protokol kesehatan di masa pandemi Covid-19. Indikator kritikal tambahan yang menjadi *concern* SLA SLG di masa kenormalan baru adalah terkait penyediaan APD untuk pengemudi dan *helper*, jarak tempat duduk (*physical distancing*), dan cairan pembersih tangan (*handsanitizer*).

Bagian dari SLA-SLG di antaranya:

- *Quality of services*, yaitu keramahan petugas, keamanan, ketertiban, keselamatan, kelancaran, dan kenyamanan.
- *Delivery of services*, yaitu ketersediaan armada Bandara selama 24 jam atau sampai dengan jadwal penerbangan terakhir

Nilai Ketercapaian SLA dan SLG berdasarkan kriteria didapatkan:

- Kriteria Pelayanan mencapai 89,39%
- Kriteria Personel mencapai 100%
- Kriteria Fisik Kendaraan mencapai 81,15%
- Kriteria Pengendalian mencapai 100%
- Kriteria Pengawasan/Sanksi mencapai 100%

## Services Level Agreement (SLA)

### Monitoring of SLA – SLG Activities

DAMRI has the *Services Level Agreement* (SLA) with the manager of Airport Soekarno-Hatta International that contains the *Service s Level Guarantee* (SLG). SLA-SLG is the commitment of service providers at the airport to obtain the same perception and be effective in improving services to service users of Soekarno-Hatta International Airport.

In 2020, DAMRI have done *Monitoring and Evaluation of the Implementation of Services Level Agreement - Services Level Guarantee* (SLA - SLG) on 16 - June 26, 2020 by using the application *Rampcheck* QA QC with three (3) locations, namely the vehicle waiting area/pool of Soekarno Hatta Airport, the Kemayoran Damri Pool, and the Kramat Pool as a step for Damri's readiness to face new normal conditions and the prevention of Covid-19 in the Perum DAMRI premises environment.

The indicators set consist of 34 indicators that have been adapted to health protocols during the Covid-19 pandemic. Additional critical indicators that are a concern for SLA SLG in the new normal are related to the provision of PPE for drivers and helpers, seat distance (*physical distancing*), and liquid hand cleaner (*hand sanitizer*).

Parts of the SLA-SLG include:

- *Quality of service*, namely the friendliness of the officers, security, order, safety, smoothness, and comfort.
- *Delivery of services*, namely the availability of the airport fleet for 24 hours or until the last flight schedule.

SLA and SLG achievement scores based on the following criteria were obtained:

- *Service criteria* achieved 89.39%
- *Personel* achieved reach 100%
- *Vehicle Physical* achieved 81.15%
- *Control Criteria* achieved 100%
- *Supervision Criteria/Sanctions* achieved 100%





Dari hasil survei lapangan terhadap 22 kendaraan yang dilakukan inspeksi, terdapat 6 (enam) indikator paling dominan yang tidak terdapat dalam *Service Quality*:

1. Tidak terdapat papan identitas pengemudi di dalam kendaraan.
2. *Announcer* keselamatan hanya terdapat pada 6 kendaraan.
3. Informasi nomor telepon darurat hanya terdapat di 10 kendaraan.
4. Informasi *Call Center* Hello DAMRI hanya terdapat di 11 kendaraan.
5. Jarak tempat duduk (*physical distancing*) baru diterapkan sebanyak 8 kendaraan.
6. *Handsanitizer* yang tersedia pada armada yang diinspeksi hanya 12 buah.

*From the results of a field survey of 22 vehicles that were inspected, there are 5 (five) most dominant indicators that are not included in Service Quality:*

1. *There is no driver identification board in the vehicle.*
2. *Safety Announcer were only available in 6 vehicles.*
3. *Emergency telephone number information is only available in 10 vehicles.*
4. *Hello DAMRI Call Center information is only available on 11 vehicles.*
5. *Seating distance (physical distancing) has only been applied for 8 vehicles.*
6. *Hand sanitizer available on the fleet in the inspection were only 12 pieces.*

Handsanitizer 6% Handsanitizer 6%

Keterampilan mengemudi pengemudi 12%  
Driver's driving skills 12%

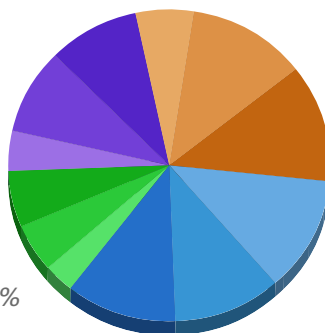
Reclining seat 12%

Kelengkapan seragam pengemudi dan helper 12%  
Completeness of driver and helper uniforms 12%

Indikator Suhu AC 20-24° C 12%  
AC Temperature Indicator 20-24° C 12%

Lantai Kendaraan 11%  
Vehicle Floor 11%

Papan identitas pengemudi 0%  
Driver ID board 0%



Announcer keselamatan 3%  
Safety announcer 3%

Informasi nomor telepon darurat 5%  
Emergency phone call information 5%

Informasi call center Perum DAMRI 6%  
Call center information of the Company 6%

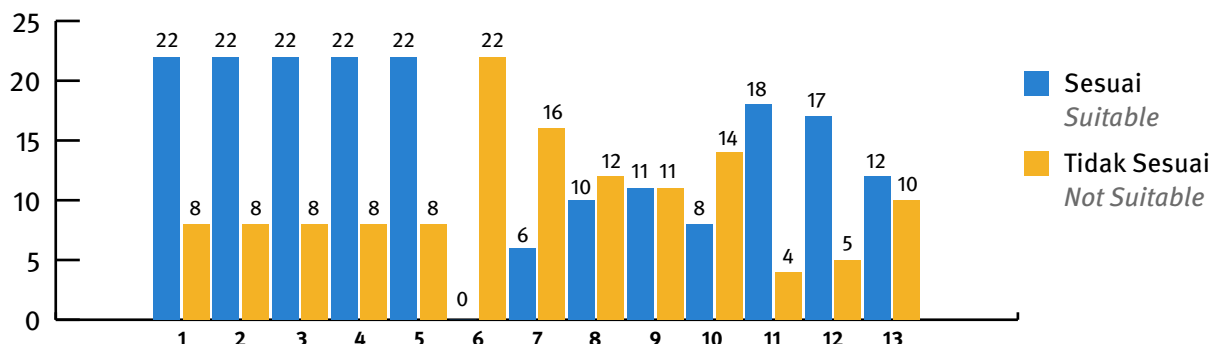
Jarak tempat duduk (Physical Distancing) 4%  
Seating distance (Physical Distancing) 4%

Kebersihan seragam pengemudi dan helper (sesuai protokol Covid-19) 9%  
Cleanliness of driver and helper uniforms (according to Covid-19) 9%

Kerapian seragam pengemudi dan helper (sesuai protokol Covid-19) 9%  
Neatness of driver and helper uniforms (according to the Covid-19 protocol) 9%



Diagram Perbandingan Kesesuaian Indikator QA  
Diagram Perbandingan Kesesuaian Indikator QA



1. Keterampilan mengemudi pengemudi
2. *Reclining seat*
3. Kelengkapan seragam pengemudi dan *helper*
4. Indikator Suhu AC 20-24° C
5. Lantai Kendaraan
6. Papan identitas pengemudi
7. *Announcer* keselamatan
8. Informasi nomor telepon darurat
9. Informasi *call center* Perum DAMRI
- 10 Jarak tempat duduk (*Physical Distancing*)
- 11 Kebersihan seragam pengemudi dan *helper* (sesuai protokol Covid-19)
- 12 Kerapian seragam pengemudi dan *helper* (sesuai protokol Covid-19)

1. *Driver's driving skills*
2. *Reclining seat*
3. *Completeness of driver and helper uniforms*
4. *AC Temperature Indicator AC 20-24° C*
5. *Vehicle Floor*
6. *Driver ID board*
7. *Safety announcer*
8. *Emergency phone call information*
9. *Call center information of the Company*
- 10 *Seating distance (Physical Distancing)*
- 11 *Cleanliness of driver and helper uniforms (according to Covid-19 protocol)*
- 12 *Neatness of driver and helper uniforms (according to the Covid-19 protocol)*

## Informasi dan Pengaduan Pelanggan

1. Guna mendukung jaminan kepuasan pelanggan, DAMRI menyediakan fasilitas pusat informasi, layanan, dan pengaduan bagi para pelanggan yang dapat diakses melalui beberapa saluran antara lain:
  - a. *Contact Center* dengan *hotline* (021) 1500-825
  - b. *Website* Perusahaan : [www.damri.co.id](http://www.damri.co.id)
  - c. Email Perusahaan : [humas@damri.co.id](mailto:humas@damri.co.id)
  - d. Email : [cs@damri.co.id](mailto:cs@damri.co.id)
  - e. Twitter : @damriindonesia
  - f. Instagram : @damriindonesia
2. Jumlah pengaduan yang masuk melalui *contact center* 1500-825, email, dan media sosial selama tahun 2020 adalah sebanyak 18.094 dengan rincian sebagai berikut:
  - a. Informasi sebanyak 17.105 panggilan
  - b. Barang hilang/rusak/tertinggal sebanyak 165 panggilan
  - c. Pengaduan pelayanan sebanyak 122 panggilan
  - d. Informasi paket sebanyak 579 panggilan
  - e. Informasi sewa bus sebanyak 119
  - f. Saran sebanyak 4 panggilan

## Customer Information and Complaints

1. In order to support customer satisfaction assurance, DAMRI provides information center facilities, e-mail services, and complaints for customers that can be accessed through several channels, including:
  - a. *Contact Center* with *hotline* (021) 1500-825
  - b. *Company Website* : [www.damri.co.id](http://www.damri.co.id)
  - c. *Company Email* : [humas@damri.co.id](mailto:humas@damri.co.id)
  - d. Email : [cs@damri.co.id](mailto:cs@damri.co.id)
  - e. Twitter : @damriindonesia
  - f. Instagram : @damriindonesia
2. The number of complaints that came in through the *contact center* 1500-825, e-mail, and social media during 2020 was 18,094 with the following details:
  - a. Information for 17,105 calls
  - b. Items lost/damaged/left behind as many as 165 calls
  - c. Complaints about service as many as 122 calls
  - d. Package information for 579 calls
  - e. 119 bus rental information
  - f. 4 calls of suggestion



3. Sebagai perusahaan penyelenggara jasa transportasi, peluang terjadinya kegagalan saat memberikan pelayanan kepada konsumen tidak dapat dieliminasi sepenuhnya, sekalipun Perusahaan telah melakukan yang terbaik dalam memberikan pelayanan. DAMRI menerapkan *service recovery* atas kegagalan pelayanan yang dialami oleh pelanggan. *Service recovery* dilakukan sebagai upaya untuk menciptakan *service recovery paradox* di mana kegagalan yang ditangani secara benar dapat mengubah kekecewaan pelanggan menjadi loyalitas pelanggan.
4. Terdapat beberapa kategori kegagalan pelayanan yang ditangani baik dengan pemberian kompensasi kepada pelanggan maupun sebagai *courtesy report*, di antaranya adalah:
  - a. Kegagalan teknis yang menyebabkan keterlambatan keberangkatan maka pelanggan akan mendapatkan *service recovery* dalam hal ini keterlambatan keberangkatan karena kerusakan kendaraan, kerusakan kendaraan di tengah perjalanan, tidak adanya fasilitas keamanan kendaraan seperti alat pemadam api ringan (APAR), palu pemecah kaca, dan *seatbelt* yang tidak berfungsi. Fasilitas tidak berfungsi (AC, *wifi*, *charger*) dan kondisi didalam bus kotor dan bau.
  - b. Kegagalan operasi, yakni kegagalan yang terjadi saat berlangsungnya proses penyampaian jasa kepada pelanggan, seperti perilaku pengemudi/*crew* yang melanggar aturan saat perjalanan, penurunan kelas pelayanan hingga barang pelanggan yang tertukar/hilang/rusak dalam perjalanan bersama DAMRI. *Service recovery* yang dilakukan mulai dari kompensasi berupa pengembalian kelebihan harga tiket hingga perbaikan barang pelanggan yang mengalami kerusakan.
  - c. Kegagalan *e-ticketing*, yakni berupa kegagalan penerbitan tiket elektronik, kegagalan pembayaran secara daring/*online*, maupun tidak berfungsinya fasilitas *ticket box*. *Service recovery* yang dilakukan mulai dari penerbitan ulang *e-ticket* hingga *full refund* atas biaya yang telah dikeluarkan oleh pelanggan.
  - d. Kegagalan administrasi, yakni kegagalan yang terjadi pada saat beroperasi pengemudi tidak membawa surat kelengkapan (SIM, STNK, dan KPS).
  - e. Kegagalan lainnya, yakni pembatalan keberangkatan yang disebabkan *force majeure* seperti bencana alam, wabah penyakit, pemogokan umum, sabotase dan pemberontakan, serta kecelakaan lalu lintas.
3. As a transportation service provider company, the possibility of failure when providing services to consumers cannot be completely eliminated, even though the Company has done its best in providing services. DAMRI implements service recovery for service failures experienced by customers. Service recovery is done in an effort to create a service recovery paradox in which failures handled correctly can transform customer frustration into customer loyalty.
4. There are several categories of service failures handled either by providing compensation to customers as well as a courtesy report, among others are:
  - a. Technical failure causing the delay of departure, the customer will get a service recovery in this case of delayed departure caused by vehicle damage, damage to vehicles on trip, the lack of vehicle security facilities such as a fire extinguisher (APAR), glass breaker, and seatbelt which doesn't work. The facilities are not functioning (AC, *wifi*, *charger*) and the dirty and smelly condition of the bus.
  - b. Operational problems, namely the failure that occurred during the process of delivery of services to customers, from the behavior of the driver/ crew who break the rules when traveling, a downgrade in service class to customers who mistook goods/lost items/damaged goods during the trip with DAMRI. Service recovery done is starting from compensation in the form of returning excess ticket prices to repairing damaged customer goods.
  - c. Failure of e-ticketing, namely in the form of failure to issue electronic tickets, on-line payment failure, or malfunction of ticket box facilities. Service recovery done is starting from re-issuance of e-tickets to full refunds for costs incurred by customers.
  - d. Administrative failure, namely the failure that occurred when driver on duty does not have proper trip document (driver's license, vehicle registration, and KPS).
  - e. Other Failure such as the cancellations caused by force majeure such as natural disasters, sabotage and insurgency, as well as traffic accidents.

## Survei Kepuasan Pelanggan

Survei Kepuasan Pelanggan dapat mengukur sejauh mana pelayanan yang telah diberikan sesuai dengan kebutuhan dan kepuasan pelanggan. Melalui survei ini, DAMRI dapat merumuskan strategi pelayanan yang lebih baik di pelayanan transportasi yang dioperasikan dan digunakan sebagai bahan evaluasi penerapan standar pelayanan minimum.

Tingkat kepuasan pelanggan diukur berdasarkan konsep Indeks Kepuasan Pelanggan (*Customer Satisfaction Index*, CSI). Metode CSI bertujuan untuk mendapatkan suatu nilai yang memberikan ukuran secara keseluruhan dari suatu kualitas pelayanan. Metode CSI membutuhkan rancangan kuesioner khusus yang sesuai, yaitu berdasarkan penilaian pelanggan/responden terhadap setiap pertanyaan yang mewakili parameter beserta indikator/atribut layanan dalam tiga aspek, yaitu tingkat Kepentingan/*Importance* (I), Kinerja/*Performance* (P), dan Harapan/*Expectance* (E). Pelaksanaan Survei Kepuasan Pelanggan Tahun 2020 dilakukan secara internal oleh Divisi Pelayanan dan Keselamatan dengan metode penyebaran kuesioner melalui sistem digitalisasi yang dibagikan melalui aplikasi Damri Apps.

Penyebaran kuesioner dilakukan pada 19 Oktober-10 November 2020 dengan responden sebanyak 750 pelanggan.

Kegiatan tanggung jawab sosial terkait konsumen telah memberikan dampak positif terhadap peningkatan kepuasan pelanggan. Hasil survei menunjukkan bahwa tingkat kepuasan pelanggan seluruh segmen tahun 2020 sebesar 79,96%, mengalami peningkatan dibandingkan tahun 2019 yang sebesar 77,49%.

Adapun rincian Indeks Kepuasan Pelanggan (CSI) per segmen adalah :

- segmen Bandara sebesar 79,74
- segmen AKAP/AKDP sebesar 79,19
- segmen Perintis sebesar 84,82
- segmen ALBN sebesar 79,00
- segmen Bus Kota 82,88

## Customer Satisfaction Survey

*The Customer Satisfaction Survey can measure the extent to which the services provided are in accordance with customer needs and satisfaction. Through this survey, DAMRI can formulate a better service strategy in the transportation services it operates and uses as an evaluation material for the implementation of minimum service standards.*

*The customer satisfaction is measured based on the concept of Customer Satisfaction Index (Customer Satisfaction Index, CSI). The CSI method aims to obtain a value that provides an overall measure of service quality. The CSI method requires the design of a special appropriate questionnaire, which is based on the customer/respondent's assessment of each question that represents the parameters along with the service indicators/ attributes in three aspects, namely the level of Importance (I), Performance (P), and Hope/expectance (E).*

*Implementation Customer Satisfaction Survey of 2020 was performed internally by the Division of Safety using the questionnaires distribution method via the digitalized system shared through Damri Apps.*

*A digitalized questionnaires distribution was done on 19 October - 10 November 2020 with 750 respondents.*

*Consumer-related social responsibility activities have had a positive impact on increasing customer satisfaction. The survey results show that the level of customer satisfaction for all segments in 2020 was 79.96%, an increase compared to 2019 which was 77.49%.*

*The details of the Customer Satisfaction Index (CSI) per segment are:*

- Airport segment 79,74
- AKAP/AKDP segment by 79,19
- Pioneer segment by 84,82
- ALBN segment of 79,00
- City Bus segment 82,88



## Excellent Service

Pada masa pandemi Covid-19, kegiatan pelatihan *Service Excellent* diselenggarakan oleh Divisi Kapital Manusia, yaitu dengan pelaksanaan *Training PKPT* (Pelayanan, Keselamatan, Perawatan, dan Teknik). Pelaksanaan *Training PKPT* ini dilaksanakan untuk meningkatkan kemampuan dan pengetahuan pada unit kerja di lingkungan Perum DAMRI tentang Pelayanan, Keselamatan, Perawatan, dan Teknik. *Training PKPT* dilakukan pada 26 November 2020 melalui aplikasi Zoom Meeting dan berlangsung pada pukul 08.00-14.30 WIB.

Peserta dalam training *PKPT* adalah Area Manager Divisi Regional I, SBU TJBW Koridor 1 dan 8, Cabang Jakarta, dan Cabang Logistik.

Materi pelatihan yang disampaikan adalah “Standar Pelayanan *Frontliner* DAMRI” dan beberapa video pelayanan *frontliner*, khususnya pada masa pandemi yang harus sesuai dengan protokol kesehatan.

## Excellent Service

*During the Covid-19 pandemic Training activities on Service Excellence was organized by the Division of Human Capital, namely the implementation of PKPT Training (Services, Safety, Maintenance, and Engineering).*

*The implementation of this PKPT training is carried out to improve the ability and knowledge of work units within Perum DAMRI regarding Service, Safety, Maintenance, and Engineering.*

*Training PKPT conducted on November 26 by 2020 through Zoom Meeting application and held on at 08.00- 14:30 pm.*

*Participants in the PKPT training are Area Manager Division Regional I, SBU TJBW Corridors 1 and 8, Jakarta Branch, and Logistics Branch.*

*Training material delivered is the “Standard Service Frontliner DAMRI” and some frontline services videos, particularly on the points of health protocols adjustments.*



## Tanggung Jawab Sosial Perusahaan Terkait Pengembangan Sosial Kemasyarakatan

### Corporate Social Responsibility Related To Community Social Development

## Kebijakan Dan Komitmen Tanggung Jawab Sosial Perusahaan Core Subject Pengembangan Sosial Dan Kemasyarakatan

Dalam melaksanakan tanggung jawab sosial terkait pengembangan kemasyarakatan, Perusahaan memiliki kebijakan untuk menggunakan pendekatan yang difokuskan pada pemberdayaan sosial kemasyarakatan melalui Program Kemitraan dan Bina Lingkungan (PKBL) untuk masyarakat dan komunitas di wilayah operasional DAMRI yang didasarkan pada Surat Keputusan Direksi No. SK.0784.00/HK.003/SK/00/DU/2020, tanggal 11 November 2020.

## Corporate Social Responsibility Policy and Commitment Core Subject Social and Community Development

*In carrying out social responsibility related to community development, the Company has a policy to use an approach that is focused on social empowerment through the Partnership and Community Development Program (PKBL) for the community and communities in the DAMRI operational area based on the Decree of the Board of Directors No. SK.0784.00/HK.003/SK/00/DU/2020, November 11, 2020.*



Komitmen tanggung jawab sosial kemasyarakatan juga diwujudkan dengan ditetapkannya struktur pengelolaan PKBL dan CSR di lingkungan DAMRI. Pengelolaan PKBL dan CSR berada di bawah Divisi Sekretariat Perusahaan pada Direktorat Utama sesuai dengan Surat Keputusan Direksi Nomor: 0358/KP.005/SK/00/DU/2020, tanggal 8 Juni 2020 tentang Pengalihan Tugas dan Kewenangan Pekerjaan CSR dan PKBL di Lingkungan Perum DAMRI, yang memutuskan pengalihan tugas kewenangan CSR dan PKBL yang pada awalnya berada di Divisi Umum menjadi di bawah Divisi Sekretariat Perusahaan.

## Informasi Tentang Isu-Isu Sosial yang Relevan dengan Perusahaan

Isu-isu sosial yang relevan dengan Perusahaan meliputi pemberdayaan sosial kemasyarakatan melalui Program Kemitraan dan Bina Lingkungan (PKBL) untuk masyarakat dan komunitas di wilayah operasional DAMRI. Program Kemitraan yang dilakukan DAMRI untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri melalui pemanfaatan dana BUMN. Melalui bantuan yang diberikan tersebut, diharapkan seluruh Mitra Binaan dapat lebih berkembang, menjadi mandiri dan menemukan potensi-potensi yang membawa produk Mitra Binaan menjadi lebih kompetitif.

Sedangkan Program Bina Lingkungan yang dilakukan DAMRI untuk masyarakat sekitar Perusahaan dengan sifat bantuan untuk kegiatan pemberdayaan masyarakat sehingga diharapkan terciptanya pola hubungan yang harmonis dan bersifat mutualisme (saling menguntungkan) antara DAMRI dengan masyarakat. Hubungan harmonis yang menciptakan iklim yang kondusif bagi kelangsungan kegiatan usaha dan pengamanan aset Perusahaan.

Selain PKBL, Perusahaan juga telah melakukan kegiatan CSR lainnya yang telah memberikan manfaat bagi masyarakat dalam mensejahterakan dan membantu masyarakat yang terkena imbas proyek strategis Perusahaan. Dengan demikian, secara umum bisa disampaikan bahwa kegiatan CSR telah memberikan manfaat terhadap pembangunan berkelanjutan, khususnya terkait dengan pengentasan kemiskinan, menghilangkan kelaparan, dan meningkatkan kualitas pendidikan masyarakat.

*The commitment to social responsibility is also manifested by the establishment of a PKBL and CSR management structure within DAMRI. PKBL and CSR management is under the Division of the Secretariat of the Company on the Main Directorate in accordance with Directors Decree Number: 0358/KP.005/SK/00/DU/2020, dated June 8, 2020 on the Transfer of Duties and Authority of CSR and CSR at Perum DAMRI working premises, stipulating the transfer of CSR and PKBL authority from General Division to the Corporate Secretariat Division.*

## Information About Social Issues Relevant To The Company

*Social issues relevant to the Company covers social empowerment through the Partnership Program and Community Development (CSR) for the people and communities in the operational area DAMRI. The Partnership Program carried out by DAMRI is to improve the ability of small businesses to become strong and independent through the use of BUMN funds. Through the assistance provided, the hope is that all Foster Partners can develop more, become independent and discover potentials that make the Fostered Partner's products more competitive.*

*Meanwhile, the Community Development Program carried out by DAMRI is for the community around the Company with the nature of assistance for community empowerment activities with the hope that a harmonious and mutually beneficial relationship pattern will be created between DAMRI and the community. Harmonious relationship that creates a conducive climate for the continuity of business activities and safeguarding the Company's assets.*

*In addition to PKBL, the Company has also carried out other CSR activities that have provided benefits to the community in prospering and assisting communities affected by the Company's strategic projects. Thus, in general, it can be said that CSR activities have provided benefits for sustainable development, particularly related to poverty alleviation, eliminating hunger, and improving the quality of public education.*





## Informasi Tentang Risiko Sosial yang Dikelola Perusahaan

Risiko sosial yang dihadapi oleh Perusahaan terkait dengan isu sosial di antaranya adalah adanya risiko piutang macet/bermasalah terkait penyaluran dana Program Kemitraan. Sampai dengan Triwulan IV tahun 2020 belum ada penyelesaian terhadap piutang macet/bermasalah, di mana penyaluran mayoritas dilaksanakan pada tahun 1996-1997 sebesar Rp 139.585.675. Pada saat itu telah dilakukan evaluasi ke tempat usaha Mitra Binaan dan sudah tidak berpotensi tertagih dikarenakan alamat Mitra Binaan sudah tidak diketahui dengan adanya pemekaran desa/kelurahan dan kecamatan serta pemilik usaha meninggal dunia dan usaha bangkrut.

## Informasi Lingkup dan Perumusan Tanggung Jawab Sosial Bidang Pengembangan Sosial dan Kemasyarakatan

Kegiatan CSR terkait pengembangan kemasyarakatan melibatkan Direksi, Divisi Sekretariat Perusahaan sebagai pengelola PKBL, dan seluruh karyawan sesuai dengan penugasan dari Perusahaan. Seluruh karyawan, jajaran manajemen, dan Serikat Pekerja terlibat secara aktif dalam pelaksanaan kegiatan CSR bidang pengembangan sosial dan kemasyarakatan.

Lingkup Program Kemitraan pada tahun 2020 adalah dengan menyalurkan bantuan kepada 83 mitra di wilayah DKI Jakarta, Banten, Jawa Barat, DI Yogyakarta, Jawa Tengah, Jawa Timur, Nusa Tenggara Timur, dan Sumatera Selatan. Sedangkan lingkup kegiatan Program Bina Lingkungan adalah menyalurkan bantuan Program Bina Lingkungan meliputi 7 obyek bantuan, yaitu:

1. Bantuan kepada korban bencana alam
2. Bantuan pendidikan dan atau pelatihan
3. Bantuan peningkatan kesehatan
4. Bantuan pengembangan sarana dan prasarana umum
5. Bantuan sarana ibadah
6. Bantuan pelestarian alam
7. Bantuan sosial masyarakat pengentasan kemiskinan

## Information On Social Risks Managed By The Company

*The social risks faced by the Company related to social issues include the risk of bad/problematic debts related to the distribution of Partnership Program funds. Until the fourth quarter of 2020 there is no solution to the bad/problematic debts, where the major distribution carried out in 1996-1997 amounted of Rp139,585,675. At that time, an evaluation had been carried out at the Foster Partner's place of business and it was no longer potentially collectible because the Foster Partner's address was no longer known due to the expansion of sub-districts/district, along with the demise of business owner and the business went bankrupt.*

## Scope Information and Social Responsibility Formulation In The Field of Social And Community Development

*CSR activities related to community development involve the Board of Directors, the Corporate Secretariat Division as PKBL managers, and all employees in accordance with assignments from the Company. All employees, management, and labor unions are actively involved in the implementation of CSR activities in the field of social and community development.*

*Scope of Partnership Programs in 2020 is to provide relief to 83 partners in Jakarta, Banten, West Java, Yogyakarta, Central Java, East Java, Nusa Tenggara Timur, and South Sumatera. Community Development Program coverage is distributing Community Development Program includes aid consisting of 7 categories of aids:*

- 1. Assistance to victims of natural disasters*
- 2. Education and/or training assistance*
- 3. Health improvement assistance*
- 4. Assistance for the development of public facilities and infrastructure*
- 5. Help for worship facilities*
- 6. Nature conservation assistance*
- 7. Poverty alleviation community social assistance*

## Target/Rencana Kegiatan Pada Tahun 2020 Yang Ditetapkan Manajemen

### A. Program Kemitraan

Rencana Kerja manajemen terkait dengan program kemitraan meliputi upaya preventif dan upaya penyehatan kembali. Upaya preventif merupakan usaha pencegahan meningkatnya pinjaman macet yang dilakukan dengan penerapan prinsip kehati-hatian dalam proses penyaluran pinjaman (termasuk proses evaluasi dan analisis yang akurat serta pemberlakuan jaminan) serta optimalisasi dan mengintensifkan fungsi pembinaan, monitoring, dan penagihan langsung untuk memantau perkembangan usaha Mitra Binaan dan kedisiplinan Mitra Binaan dalam penggunaan dana pinjaman dan dalam pengembalian pinjaman. Upaya penyehatan kembali pinjaman macet dilakukan melalui prosedur *reschedulling* (penjadwalan kembali) dan *reconditioning* (penyesuaian persyaratan) sesuai dengan ketentuan dalam Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-02/MBU/04/2020, tanggal 2 April 2020 tentang Perubahan Ketiga atas Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-09/MBU/07/2015 tentang Program Kemitraan Badan Usaha Milik Negara Dengan Usaha Kecil dan Program Bina Lingkungan. Aturan tersebut menyebutkan, Program Kemitraan BUMN dilakukan untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri melalui pemanfaatan dana BUMN.

Untuk memenuhi amanat yang terkandung dalam aturan tersebut, DAMRI melakukan seleksi ketat dan memberikan kesempatan pengusaha-pengusaha kecil yang memiliki produk dengan daya saing tinggi namun memiliki keterbatasan dalam pemasaran, SDM, manajemen, permodalan, dan teknologi. Terhadap para pengusaha yang telah terpilih untuk menjadi mitra Binaan, DAMRI memberikan bantuan dengan beberapa metode berikut:

1. Pemberian pinjaman modal kerja;
2. Pemberian wawasan dan keterampilan untuk mengembangkan usaha dalam bentuk pendidikan dan pelatihan manajerial;
3. Keikutsertaan Mitra Binaan pada beragam pameran dalam rangka membuka dan mengembangkan jaringan pemasaran produk, investasi, maupun kerja sama bisnis; dan
4. Melalui bantuan yang diberikan tersebut, diharapkan seluruh Mitra Binaan dapat lebih berkembang, menjadi mandiri, dan menemukan potensi-potensi yang membawa produk Mitra Binaan menjadi lebih kompetitif.

## Target/Activity Plan In 2020 Set By Management

### A. Partnership Program

*The management work plan related to the partnership program includes preventive and rehabilitative efforts. Preventive efforts are efforts to prevent the increase in non-performing loans carried out by applying the precautionary principle in the loan disbursement process (including an accurate evaluation and analysis process as well as the application of collateral) as well as optimizing and intensifying the functions of coaching, monitoring, and direct collection to monitor the business development of the Foster Partners and the discipline of the Foster Partners in the use of loan funds and in repaying loans. Efforts to restructure the bad debt is through a procedure rescheduling (rescheduling) and reconditioning (adjusted terms) in accordance with the provisions of d nature Regulation of the Minister of State Owned Enterprises No. PER-02/MBU/04/2020, on 2 April 2020 regarding Third Amendment Regulation of the Minister of State-Owned Enterprises Number: PER-09/MBU/07/2015 concerning the Partnership Program of State-Owned Enterprises with Small Businesses and the Community Development Program. The regulation states that the BUMN Partnership Program is carried out to improve the ability of small businesses to become strong and independent through the use of BUMN funds.*

*To fulfill the mandate stipulated in the regulation, DAMRI conducts strict selection and provides opportunities for small entrepreneurs who have products with high competitiveness but have limitations in marketing, human resources, management, capital, and technology. For entrepreneurs who have been selected to become Fostered partners, DAMRI provides assistance with the following methods:*

- 1. Provision of working capital loans;*
- 2. Providing insight and skills to develop businesses in the form of managerial education and training;*
- 3. Participation of Fostered Partners in various exhibitions in order to open and develop product marketing networks, investments, and business cooperation; and*
- 4. Through the assistance provided, the hope is that all Foster Partners can develop further, become independent, and discover potentials that make the Foster Partners products more competitive.*

**B. Program Bina Lingkungan**

Rencana Kerja manajemen terkait dengan program Bina Lingkungan disusun sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-02/MBU/04/2020, tanggal 2 April 2020 tentang Perubahan Ketiga atas Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-09/MBU/07/2015 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan Program Bina Lingkungan.

Sasaran Program Bina Lingkungan adalah masyarakat sekitar wilayah operasional DAMRI dengan sifat bantuan untuk kegiatan pemberdayaan masyarakat sehingga diharapkan terciptanya pola hubungan yang harmonis dan bersifat mutualisme (saling menguntungkan) antara DAMRI dengan masyarakat, yaitu dengan terciptanya iklim yang kondusif bagi kelangsungan kegiatan usaha dan pengamanan aset perusahaan (*assets safeguarding*).

Kegiatan Bina Lingkungan DAMRI telah mendapat perhatian positif dari masyarakat umumnya dan masyarakat sekitar Perusahaan pada khususnya. Kegiatan sosial yang menyentuh masyarakat secara langsung dilaksanakan dengan berbagai sektor sesuai ketentuan yang berlaku.

**C. Kegiatan Yang Dilakukan Dan Dampak Atas Kegiatan Tersebut**

Pelaksanaan Kegiatan Program Kemitraan Kinerja DAMRI dalam Program Kemitraan pada tahun 2020 menyalurkan bantuan sebesar Rp 46.200.000 kepada 2 mitra dengan rincian sebagai berikut:

| No     | Provinsi<br><i>Province</i> | Jenis Usaha<br><i>JenType Of Businessis</i>                | Jumlah Dana di Salurkan<br><i>Amount of Funds Disbursement</i> |
|--------|-----------------------------|------------------------------------------------------------|----------------------------------------------------------------|
| 1      | DKI Jakarta                 | Rumah Makan Teh Wulan<br><i>Wulan Tea Restaurant</i>       | Rp 26.200.000                                                  |
| 2      | DKI Jakarta                 | Agen Air Mineral Naira<br><i>Naira Mineral Water Agent</i> | Rp 20.000.000                                                  |
| Amount |                             |                                                            | Rp 46.200.000                                                  |

**B. Environmental Development Program**

The management work plan related to the Community Development program is prepared in accordance with the Regulation of the Minister of State-Owned Enterprises Number: PER-02/MBU/04/2020, dated April 2, 2020 regarding the Third Amendment to the Regulation of the Minister of State-Owned Enterprises Number: PER-09/MBU/07/2015 concerning the Partnership Program of State-Owned Enterprises with Small Business and the Community Development Program.

The target of the Community Development Program is the community around the DAMRI operational area with the nature of assistance for community empowerment activities so that it is expected to create a harmonious and mutual relationship between DAMRI and the community, namely by creating a conducive climate for the continuity of business activities and securing company assets (*assets safeguarding*).

DAMRI's Community Development activities have received positive attention from the general public and the community around the Company in particular. Social activities that directly touch the community are carried out in various sectors in accordance with prevailing regulations.

**C. Activities Performed And The Impact of The Activities**

Implementation of Partnership Program Activities  
DAMRI's performance in the Partnership Program in 2020 distributed assistance of Rp46,200,000 to 2 partners with the following details:





**D. Pelaksanaan Kegiatan Program Bina Lingkungan**

Pada RKA-PKBL DAMRI tahun 2020 penyaluran Bina Lingkungan dianggarkan sebesar Rp 400.000.000 dengan Realisasi penyaluran 100%, dengan rincian sebagai berikut :

**D. Implementation Of Environmental Development Program Activities**

On RKA-PKBL DAMRI year 2020 distribution of Community Development budgeted at Rp400,000,000 with 100% realization, with the following details:

| Keterangan<br><i>Information</i>                                                 | Jumlah Dana<br><i>Amount of Funds</i> |
|----------------------------------------------------------------------------------|---------------------------------------|
| Bantuan Bencana Banjir<br><i>Flood Disaster Relief</i>                           | Rp 61.100.000                         |
| Bantuan Sosial Kemasyarakatan<br><i>Community Social Assistance</i>              | Rp 18.000.000                         |
| Penanggulangan Wabah Covid-19<br><i>PHandling the Covid-19 Outbreak Covid-19</i> | Rp 320.898.902                        |
| <b>Jumlah</b><br><i>Amount</i>                                                   | <b>Rp 399.998.902</b>                 |

**E. Biaya Yang Dikeluarkan**

Realisasi rencana kerja Program Kemitraan pada tahun 2020 dengan menyalurkan bantuan kemitraan kepada 2 Mitra Binaan dengan jumlah dana yang disalurkan sebesar Rp 46.200.000. Sedangkan, realisasi Program Bina Lingkungan tahun 2020 dengan menyalurkan bantuan kepada masyarakat dengan jumlah dana yang disalurkan sebesar Rp 399.998.902.

**E. Cost Incurred**

Realization of Partnership Program work plan in 2020 was to channel aid to 2 Partners with the amount of funds disbursed amounting to 46.2 million rupiahs. Meanwhile, the realization of Program Community Development years 2020 was to deliver aid to communities with the funds disbursed amounting to Rp399,998,902.







## Pernyataan Tanggung Jawab Manajemen

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan Perusahaan Umum (Perum) DAMRI Tahun Buku 2020, telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi laporan tahunan perusahaan. Demikian pernyataan ini dibuat dengan sebenarnya.

## Management Responsibility Statement

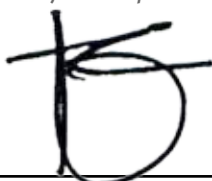
We, the undersigned, hereby declare that all information contain herein the Annual Report of Perusahaan Umum (Perum) DAMRI for the fiscal year 2020 has been duly disclosed and we take full responsibility for the accuracy of the information on this annual report.  
This statement was duly prepared.

Jakarta, 28 Oktober 2021

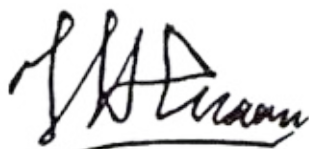
### Dewan Pengawas *Supervisory Board*



**Sam Budigusdian**  
Ketua Dewan Pengawas  
*Chairman of the Supervisory Board*



**Teguh Pristiwanto**  
Anggota Dewan Pengawas  
*Supervisory Board Member*

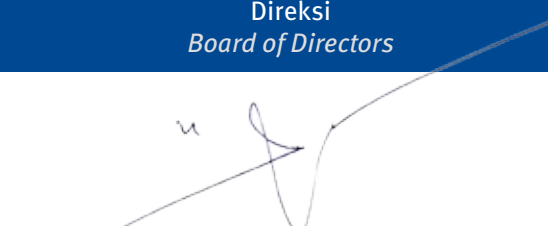


**Yudi Yudhawan**  
Anggota Dewan Pengawas  
*Supervisory Board Member*



**Yuli Harsono**  
Anggota Dewan Pengawas  
*Supervisory Board Member*

### Direksi *Board of Directors*



**Setia N. Milatia Moemin**  
Direktur Utama  
*President Director*



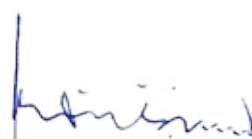
**Sandry Pasambuna**  
Direktur Komersial dan Pengembangan Usaha  
*Director of Commercial and Business Development*



**Joni Prasetyanto**  
Direktur Keuangan dan Manajemen Risiko  
*Director of Finance and Risk Management*



**Arifin**  
Direktur Teknik dan Fasilitas  
*Director of Engineering and Facilities*



**Siti Inda Suri**  
Direktur SDM dan Umum  
*Director of Human Resources and General Affairs*

**LAPORAN**

**KEUANGAN**

**FINANCIAL STATEMENTS**

**31 DESEMBER 2020    DECEMBER 31, 2020**



# **Perusahaan Umum (PERUM) DAMRI**

Laporan Keuangan  
untuk tahun yang berakhir pada tanggal  
31 Desember 2020

*Financial Statements  
for the year ended 31 December 2020*

beserta Laporan Auditor Independen/  
*with Independent Auditors' Report thereon*



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**Surat Pernyataan Direksi  
Tentang Tanggung Jawab atas Laporan Keuangan  
Perusahaan Umum (Perum) DAMRI  
Untuk tahun yang berakhir pada tanggal  
31 Desember 2020**

**Directors' Statement  
on the responsibility for Financial Statements of  
Perusahaan Umum (Perum) DAMRI  
For the year ended  
31 December 2020**

Kami yang bertandatangan dibawah ini:

Nama : **Setia N. Milatia Moemin**  
Alamat Kantor : **Jl. Matraman Raya No. 25  
Jakarta Timur 12140**  
Alamat domisili  
(sesuai KTP) : **Jl.Hj.Abu No.19 ,Cilandak,  
Jakarta Selatan**  
Telepon : **0218583131 ext hunt**  
Jabatan : **Direktur Utama**  
  
Nama : **Joni Prasetyanto**  
Alamat Kantor : **Jl. Matraman Raya No. 25 Jakarta  
Timur 12140**  
Alamat domisili  
(sesuai KTP) : **Jl.H.Amar Raya No.53, Duren  
Sawit Jakarta Timur**  
Telepon : **0218583131 ext hunt**  
Jabatan : **Direktur Keuangan**

Menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2020;
2. Laporan keuangan Perusahaan telah disusun dan disajikan sesuai dengan prinsip akuntansi yang berlaku umum di Indonesia;
3. a. Semua informasi dalam laporan keuangan Perusahaan telah dimuat dengan lengkap dan benar;  
b. Laporan keuangan perusahaan tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material.
4. Kami bertanggung jawab atas system pengendalian intern Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

*I, the undersigned:*

Name : **Setia N. Milatia Moemin**  
Office Address : **Matraman Raya Street No. 25  
East Jakarta 12140**  
Residential Address  
(as in Identity Card) : **Hj.Abu Street No.19  
,Cilandak, South Jakarta**  
Telephone : **0218583131 ext hunt**  
Title : **President Director**  
  
Name : **Joni Prasetyanto**  
Office Address : **Matraman Raya Street No. 25  
East Jakarta 12140**  
Residential Address  
(as in Identity Card) : **H.Amar Raya Street No.53,  
Duren Sawit East Jakarta**  
Telephone : **0218583131 ext hunt**  
Title : **Finance Director**

*Hereby state that:*

1. *We are responsible for the preparation and the presentation of the Company's financial statement for the year ended 31 December 2020;*
2. *The Company's financial statement have been prepared and presented in accordance with generally accepted accounting principles in Indonesia;*
3. a. *The information contained in the Company's financial statements is complete and correct;*  
b. *The Company's financial statements do not contain incorrect material information or facts and do not omit material information or facts;*
4. *We are responsible for the Company's internal control system.*

*This statement is issued to the best of our knowledge and belief.*

*Atas nama dan mewakili Direksi / for and on behalf of the Board of Directors*

**Jakarta, 29 Maret / March 2021**

  
**Setia N. Milatia Moemin**  
Direktur Utama/  
President Director  
  
**Joni Prasetyanto**  
Direktur Keuangan /  
Finance Director

**LAPORAN AUDITOR INDEPENDEN**

**INDEPENDENT AUDITOR REPORT**

Dewan Pengawas dan Direksi  
Perusahaan Umum (Perum) DAMRI

*Board of Commissioners and Directors  
Perusahaan Umum (Perum) DAMRI*

**Laporan atas laporan keuangan**

***Report on the financial statement***

Kami telah mengaudit laporan keuangan Perusahaan Umum (Perum) DAMRI ("Entitas") terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2020, 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.

*We have audited the accompanying financial statements of Perusahaan Umum (Perum) DAMRI ("the Entity"), which comprise the statement of financial position as of 31 December 2020, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.*

**Tanggung jawab manajemen atas laporan keuangan**

***Management's responsibility for the financial statements***

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

*Management is responsible for the preparation and fair presentation of these financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.*

**Tanggung jawab auditor**

***Auditors' responsibility***

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia dan Standar Pemeriksaan Keuangan Negara (SPKN) yang diterbitkan Badan Pemeriksa Keuangan Republik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan bebas dari kesalahan penyajian material.

*Our responsibility is to express an opinion on these 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 and Standards on Auditing based on State Finance Audit Standards (SPKN) established by The Audit Board of The Republic of Indonesia. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement*



**Penekanan suatu hal**

Kami membawa perhatian pada Catatan 37 atas laporan keuangan 31 Desember 2020 mengenai dampak dari pandemi COVID-19 yang mengakibatkan pendapatan Perusahaan turun sebesar Rp 503.615.752.513 sehingga mencapai kerugian sebesar Rp 220.077.411.000 pada tahun 2020. Pandemi masih terus berlangsung hingga saat ini sehingga menimbulkan ketidakpastian yang terkait dengan kondisi perekonomian. Opini kami tidak dimodifikasi sehubungan dengan hal tersebut.

**Emphasis of matters**

*We bring attention to Note 37 to the financial statements as of 31 December 2020, the impact of COVID-19 pandemic, which resulting in a decrease in the Company's revenues by Rp 503,615,752,513, thus experiencing loss amounting to Rp 220,077,411,000 as of 2020. The pandemic is still ongoing up to the issuance of the financial statements so that it creates uncertainty related to economic conditions. Our opinion is not modified in this respect.*

**Hal lain**

Laporan keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2019 diaudit oleh auditor independen lain, sesuai dengan laporan nomor: 00022/2.1260/AU.1/06/0373-1/1/II/2020 yang menyatakan opini tanpa modifikasi atas laporan keuangan tersebut tanggal 19 Februari 2020.

**Other matter**

*The financial statements for the year ended 31 December 2019 were audited by another independent auditor, in accordance with report Number: 00022/2.1260/AU.1/06/0373-1/1/II/2020 which expressed an unmodified opinion on these financial statements dated 19 February 2020.*

Laporan Kepatuhan terhadap Peraturan Perundang-undangan nomor. PHHARP-AL/104/TS/LD/2021 dan Laporan Pengendalian Intern Nomor PHHARP-AL/105/TS/LD/2021, masing-masing disajikan dalam laporan tersendiri.

*Report of Compliance with Statutory Regulations number: PHHARP-AL/104/TS/LD/2021, Internal Control Report number PHHARP-AL/105/TS/LD/2021 are presented in a separate report.*

Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan



Drs. Sikanto, Ak., CA, ACPA, MM

Izin Akuntan Publik/ Public Accountant License No. AP.0259

Izin Usaha KAP/ Business License No. 855/KM.1/2017



Jakarta, 29 Maret / March 2021



**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 keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang dibuat manajemen, serta 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 terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Perusahaan Umum (PERUM) DAMRI tanggal 31 Desember 2020 serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

**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' judgement, 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 financial statements present fairly, in all material respects, the financial position of Perusahaan Umum (PERUM) DAMRI as of 31 December 2020, and its financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.*

(Disajikan dalam Rupiah)

(Expressed In Rupiah)

|                                                                                                                                                                 | Catatan/<br>Notes | 2020                     | 2019                     |                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ASET</b>                                                                                                                                                     |                   |                          |                          | <b>ASSETS</b>                                                                                                                               |
| <b>Aset lancar</b>                                                                                                                                              |                   |                          |                          | <b>Current Assets</b>                                                                                                                       |
| Kas dan setara kas                                                                                                                                              | 3c,5              | 73.874.659.298           | 146.091.972.029          | Cash and cash equivalents                                                                                                                   |
| Piutang usaha- setelah dikurangi<br>cadangan kerugian penurunan nilai<br>sebesar Rp 8.765.415.252<br>pada tahun 2020 dan<br>Rp 6.584.390.572 pada<br>tahun 2019 | 3d, 3e, 3f,3h,6   | 24.301.465.371           | 35.107.686.200           | Account Receivable - net of<br>allowance for impairment<br>loss amounting to<br>Rp 8,765,415,252<br>in 2020 and<br>Rp 6,584,390,572 in 2019 |
| Piutang lain-lain - setelah dikurangi<br>cadangan kerugian penurunan<br>nilai sebesar<br>Rp 2.631.601.049 dan<br>Rp 3.849.978.230 pada<br>tahun 2020 dan 2019   | 3d, 3e,3f, 3h,7   | 5.426.901.415            | 9.771.851.489            | Other receivables - net of<br>allowance for impairment<br>loss amounting to<br>Rp 2,631,601,049<br>and Rp 3,849,978,230<br>in 2020 and 2019 |
| Persediaan                                                                                                                                                      | 3g, 3i,8          | 8.749.760.084            | 13.119.522.008           | Inventories                                                                                                                                 |
| Biaya dibayar dimuka                                                                                                                                            | 3j, 9             | 800.553.717              | 3.589.571.605            | Prepaid expenses                                                                                                                            |
| Uang muka                                                                                                                                                       | 10                | 12.095.093.495           | 9.339.122.782            | Advances                                                                                                                                    |
| <b>Jumlah aset lancar</b>                                                                                                                                       |                   | <b>125.248.433.380</b>   | <b>217.019.726.113</b>   | <b>Total current assets</b>                                                                                                                 |
| <b>Aset tidak lancar</b>                                                                                                                                        |                   |                          |                          | <b>Non current assets</b>                                                                                                                   |
| Aset program                                                                                                                                                    | 12                | 1.007.497.689            | 1.974.109.289            | Plan assets                                                                                                                                 |
| Aset tetap - setelah dikurangi<br>akumulasi penyusutan sebesar<br>Rp 1.433.773.276.359<br>pada tahun 2020<br>dan Rp 1.350.252.435.161<br>pada tahun 2019        | 3i, 13            | 945.985.928.283          | 1.048.407.786.920        | Fixed assets- accumulated<br>depreciation amounting to<br>Rp 1,433,773,276,359<br>in 2020 and<br>Rp 1,350,252,435,161<br>in 2019            |
| Investasi pada entitas asosiasi                                                                                                                                 | 3k, 14            | 319.000.000              | 319.000.000              | Investment in associates                                                                                                                    |
| Aset dalam proses                                                                                                                                               | 3l, 15            | 4.170.746.658            | 6.739.185.116            | Assets in progress                                                                                                                          |
| Aset lain-lain                                                                                                                                                  | 16                | 1.918.001.594            | 2.439.872.852            | Other assets                                                                                                                                |
| <b>Jumlah aset tidak lancar</b>                                                                                                                                 |                   | <b>953.401.174.224</b>   | <b>1.059.879.954.177</b> | <b>Total non current assets</b>                                                                                                             |
| <b>JUMLAH ASET</b>                                                                                                                                              |                   | <b>1.078.649.607.604</b> | <b>1.276.899.680.290</b> | <b>TOTAL ASSETS</b>                                                                                                                         |

Lihat Catatan atas Laporan Keuangan, yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan secara keseluruhan

See accompanying Notes to the Financial Statements, which are an integral part of the Financial Statements

(Disajikan dalam Rupiah)

(Expressed In Rupiah)

|                                                                                 | Catatan/<br>Notes | 2020                   | 2019                   |                                               |
|---------------------------------------------------------------------------------|-------------------|------------------------|------------------------|-----------------------------------------------|
| <b>LIABILITAS DAN EKUITAS</b>                                                   |                   |                        |                        | <b>LIABILITIES AND EQUITY</b>                 |
| <b>Liabilitas jangka pendek</b>                                                 |                   |                        |                        | <b>Current liabilities</b>                    |
| Utang usaha                                                                     | 17                | 41.479.023.152         | 22.175.741.379         | Account payable                               |
| Pendapatan diterima dimuka                                                      | 18                | 3.376.516.487          | 4.591.625.632          | Unearned revenues                             |
| Beban akrual                                                                    | 19                | 1.253.605.961          | 1.383.162.008          | Accrued expenses                              |
| Utang pajak                                                                     | 3v, 11            | 1.805.698.662          | 13.609.022.827         | Taxes payable                                 |
| Utang bank jangka panjang yang jatuh tempo dalam satu tahun                     | 3t, 20            | 23.738.099.112         | 56.049.273.931         | Current maturities of long term bank loan     |
| Utang lain-lain                                                                 | 22                | 51.349.314.588         | 10.588.687.144         | Other payables                                |
| <b>Jumlah liabilitas jangka pendek</b>                                          |                   | <b>123.002.257.962</b> | <b>108.397.512.921</b> | <b>Total current liabilities</b>              |
| <b>Liabilitas jangka panjang</b>                                                |                   |                        |                        | <b>Non current liabilities</b>                |
| Liabilitas pajak tangguhan                                                      | 3u, 11            | 55.246.550.648         | 63.379.994.830         | Deferred tax liabilities                      |
| Utang bank jangka panjang setelah dikurangi bagian jatuh tempo dalam satu tahun | 3t, 20            | 167.103.908.022        | 113.617.462.724        | Long term bank loan net of current maturities |
| Utang sewa                                                                      | 3o, 21            | 2.014.310.039          | 12.114.122.387         | Lease liabilities                             |
| Liabilitas imbalan pasca kerja                                                  | 3s, 23            | 236.857.552.293        | 186.482.547.046        | Employee benefit                              |
| <b>Jumlah liabilitas jangka panjang</b>                                         |                   | <b>461.222.321.002</b> | <b>375.594.126.987</b> | <b>Total non current liabilities</b>          |
| <b>JUMLAH LIABILITAS</b>                                                        |                   |                        |                        | <b>TOTAL LIABILITIES</b>                      |
| <i>Dipindahkan</i>                                                              |                   | <b>584.224.578.964</b> | <b>483.991.639.908</b> | <i>Carrying forward</i>                       |



Perusahaan Umum (PERUM) DAMRI  
Laporan Posisi Keuangan  
31 Desember 2020

Perusahaan Umum (PERUM) DAMRI  
Statements of Financial Position  
31 Decembe 2020

(Disajikan dalam Rupiah)

(Expressed In Rupiah)

|                                          | Catatan/<br>Notes | 2020                     | 2019                     |                                         |
|------------------------------------------|-------------------|--------------------------|--------------------------|-----------------------------------------|
| <b>JUMLAH LIABILITAS</b>                 |                   |                          |                          | <b>TOTAL LIABILITIES</b>                |
| pindahan                                 |                   | 584.224.578.964          | 483.991.639.908          | brought forward                         |
| <b>EKUITAS</b>                           |                   |                          |                          | <b>EQUITY</b>                           |
| Modal disetor                            | 24.1              | 19.700.000.000           | 19.700.000.000           | Paid up capital                         |
| Penyertaan Modal                         |                   |                          |                          | State Equity                            |
| Negara (PMN)                             | 24.2              | 627.721.000.110          | 627.721.000.110          | participation (PMN)                     |
| Modal sumbangan                          | 24.4              | 4.266.253.000            | 4.266.253.000            | Donated capital                         |
| Cadangan modal                           | 24.5              | 194.252.022.047          | 150.989.606.841          | Capital reserves                        |
| Penghasilan                              |                   |                          |                          | Other comprehensive                     |
| komprehensif lain                        | 24.6              | (131.436.835.517)        | (53.031.234.775)         | income                                  |
| Laba tahun berjalan                      |                   | (220.077.411.000)        | 43.262.415.205           | Profit for the years                    |
| <b>JUMLAH EKUITAS</b>                    |                   | <b>494.425.028.640</b>   | <b>792.908.040.381</b>   | <b>TOTAL EQUITY</b>                     |
| <b>JUMLAH LIABILITAS<br/>DAN EKUITAS</b> |                   | <b>1.078.649.607.604</b> | <b>1.276.899.680.290</b> | <b>TOTAL LIABILITIES<br/>AND EQUITY</b> |

Lihat Catatan atas Laporan Keuangan, yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan secara keseluruhan

See accompanying Notes to the Financial Statements, which are an integral part of the Financial Statements

Jakarta, 29 Maret / March 2021

  
**Setia N. Milatta Moemin**  
Direktur Utama/  
President Director

  
**Joni Prasetyanto**  
Direktur Keuangan  
Finance Director



Perusahaan Umum (PERUM) DAMRI  
Laporan Laba Rugi  
dan Penghasilan Komprehensif Lain  
Untuk tahun yang berakhir pada tanggal  
31 Desember 2020

Perusahaan Umum (PERUM) DAMRI  
Statements of Profit or Loss  
and Other Comprehensive Income  
For the years ended  
31 December 2020

(Disajikan dalam Rupiah)

(Expressed In Rupiah)

|                                                | Catatan/<br>Notes | 202                      | 2019                     |                                          |
|------------------------------------------------|-------------------|--------------------------|--------------------------|------------------------------------------|
| <b>PENDAPATAN USAHA</b>                        |                   |                          |                          | <b>OPERATING REVENUES</b>                |
| Pendapatan angkutan                            | 25                | 725.339.822.754          | 1.229.478.702.425        | Transportation revenues                  |
| Pendapatan bukan angkutan                      | 26                | 10.739.682.796           | 7.299.995.439            | Non transportation revenues              |
| Lainnya                                        | 27                | 2.255.704.861            | 5.172.265.060            | Others                                   |
| <b>Jumlah Pendapatan Usaha</b>                 |                   | <b>738.335.210.411</b>   | <b>1.241.950.962.924</b> | <b>Total Operating Revenues</b>          |
| <b>BEBAN USAHA</b>                             |                   |                          |                          | <b>OPERATING EXPENSES</b>                |
| Operasional                                    | 28                | 643.459.570.115          | 876.674.893.426          | Operating                                |
| Pemasaran                                      | 29                | 27.187.548.495           | 57.579.856.274           | Marketing                                |
| Administrasi dan umum                          | 30                | 279.599.143.835          | 277.263.249.311          | General and administrative               |
| <b>Jumlah Beban Usaha</b>                      |                   | <b>950.246.262.445</b>   | <b>1.211.517.999.011</b> | <b>Total Operating Expenses</b>          |
| <b>LABA<br/>(RUGI) USAHA</b>                   |                   | <b>(211.911.052.034)</b> | <b>30.432.963.913</b>    | <b>PROFIT (LOSS)<br/>FROM OPERATIONS</b> |
| <b>PENDAPATAN (BEBAN) LAIN-LAIN</b>            |                   |                          |                          | <b>OTHER INCOME (EXPENSES)</b>           |
| Pendapatan lain-lain                           | 32                | 658.304.841              | 43.385.334.980           | Other income                             |
| Beban lain-lain                                | 32                | (15.205.054.439)         | (11.104.914.267)         | Other Expenses                           |
| <b>Jumlah Pendapatan<br/>(Beban) Lain-lain</b> |                   | <b>(14.546.749.598)</b>  | <b>32.280.420.713</b>    | <b>Total Other<br/>Income (Expenses)</b> |
| <b>PENDAPATAN (BEBAN) KEUANGAN</b>             |                   |                          |                          | <b>FINANCE INCOME (COST)</b>             |
| Pendapatan Keuangan                            |                   | 2.973.680.848            | 4.708.367.676            | Finance Income                           |
| Beban Keuangan                                 |                   | (18.735.813.321)         | (19.495.164.925)         | Finance Cost                             |
| <b>Jumlah (Beban)<br/>Keuangan</b>             |                   | <b>(15.762.132.473)</b>  | <b>(14.786.797.249)</b>  | <b>Total Finance<br/>Income (Cost)</b>   |
| <b>LABA SEBELUM PAJAK</b>                      |                   | <b>(242.219.934.105)</b> | <b>47.926.587.376</b>    | <b>PROFIT BEFORE TAX</b>                 |
| <b>PENDAPATAN (BEBAN) PAJAK</b>                |                   |                          |                          | <b>TAX INCOME (EXPENSES)</b>             |
| Pajak Kini                                     | 11                | -                        | (13.922.877.250)         | Current Tax                              |
| Pajak Tangguhan                                |                   | 22.142.523.105           | 9.258.705.079            | Deferred Tax                             |
| <b>Jumlah<br/>Beban Pajak</b>                  |                   | <b>22.142.523.105</b>    | <b>(4.664.172.171)</b>   | <b>Total Income<br/>(Expenses) Tax</b>   |
| <b>LABA TAHUN BERJALAN</b>                     |                   |                          |                          | <b>PROFIT FOR THE YEAR</b>               |
| Dipindahkan                                    |                   | (220.077.411.000)        | 43.262.415.205           | Carrying forward                         |

**Perusahaan Umum (PERUM) DAMRI**  
**Laporan Laba Rugi**  
**dan Penghasilan Komprehensif Lain**  
 Untuk tahun yang berakhir pada tanggal  
 31 Desember 2020

**Perusahaan Umum (PERUM) DAMRI**  
**Statements of Profit or Loss**  
**and Other Comprehensive Income**  
 For the years ended  
 31 Decembe 2020

(Disajikan dalam Rupiah)

(Expressed In Rupiah)

|                                          | Catatan/<br>Notes | 2020           | 2019                            |
|------------------------------------------|-------------------|----------------|---------------------------------|
| <b>LABA TAHUN BERJALAN</b>               |                   |                | <b>PROFIT FOR THE YEAR</b>      |
| Pindahan                                 | (220.077.411.000) | 43.262.415.205 | Brought forward                 |
| <b>PENGHASILAN (RUGI)</b>                |                   |                | <b>OTHER COMPREHENSIVE</b>      |
| <b>KOMPREHENSIF LAIN</b>                 |                   |                | <b>INCOME (LOSS)</b>            |
| Pos yang tidak akan                      |                   |                | Item that will not be           |
| direklasifikasikan ke laba rugi          |                   |                | reclassified to profit or loss  |
| Keuntungan (kerugian) penurunan asset 24 | (6.652.056.000)   | 8.596.110.276  | decrease in assets gains (loss) |
| Keuntungan (kerugian) aktuarial          | (77.686.710.387)  | -              | Actuarial gains (loss)          |
| <b>JUMLAH PENGHASIAN</b>                 |                   |                | <b>TOTAL OTHER</b>              |
| <b>(RUGI)</b>                            |                   |                | <b>COMPREHENSIVE</b>            |
| <b>KOMPREHENSIF LAIN</b>                 | (304.416.177.387) | 51.858.525.481 | <b>INCOME (LOSS)</b>            |

Lihat Catatan atas Laporan Keuangan, yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan secara keseluruhan. *See accompanying Notes to the Financial Statements, which are an integral part of the Financial Statements*

Jakarta, 29 Maret / March 2021

  
**Setia N. Milatia Moemin**  
 Direktur Utama/  
 President Director

  
**Joni Prasetyanto**  
 Direktur Keuangan  
 Finance Director

**Perusahaan Umum (PERUM) DAMRI**  
**Laporan Perubahan Ekuitas**  
Untuk tahun yang berakhir pada tanggal  
31 Desember 2020

**Perusahaan Umum (PERUM) DAMRI**  
**Statements of changes in equity**  
For the Years Ended  
31 December 2020

(Disajikan dalam Rupiah)

(Expressed In Rupiah)

| Uraian                                     | Catatan/<br>Notes | Modal disetor/<br>Paid up capital | Penyertuan modal<br>Negara/<br>State equity<br>Participation | Bantuan<br>Pemerintah<br>yang belum<br>Ditentukan<br>Statusnya/<br>Undefined Status<br>Of Government<br>Assistance | Modal<br>sumbangan/<br>Donated<br>Capital | Cadangan modal/<br>Capital Reserves | Penghasilan<br>Komprehensif<br>lain/<br>Other<br>Comprehensive | Saldo Laba<br>(Rugi)/<br>Profit (Loss) | Jumlah/<br>Total | Description                          |
|--------------------------------------------|-------------------|-----------------------------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------|----------------------------------------------------------------|----------------------------------------|------------------|--------------------------------------|
| Saldo                                      |                   |                                   |                                                              |                                                                                                                    |                                           |                                     |                                                                |                                        |                  | Balance as of                        |
| 1 Januari 2019                             |                   | 19.700.000.000                    | 627.721.000.110                                              | -                                                                                                                  | 4.266.253.000                             | 129.427.127.956                     | (61.627.345.051)                                               | 21.562.478.886                         | 741.049.514.901  | 1 January 2019                       |
| Program Kemitraan<br>Bina Lingkungan       |                   |                                   |                                                              |                                                                                                                    |                                           |                                     |                                                                |                                        |                  | Partnership and<br>Environmental     |
| Cadangan Modal                             | 25.5              | -                                 | -                                                            | -                                                                                                                  | -                                         | 21.562.478.886                      | -                                                              | (21.562.478.886)                       | -                | Capital Reserves                     |
| Penghasilan Komprehensif<br>Tahun Berjalan |                   | -                                 | -                                                            | -                                                                                                                  | -                                         | -                                   | 8.596.110.276                                                  | -                                      | 8.596.110.276    | Comprehensive<br>Income for the Year |
| Laba Tahun Berjalan                        |                   | -                                 | -                                                            | -                                                                                                                  | -                                         | -                                   | -                                                              | 43.262.415.205                         | 43.262.415.205   | Profit for the Year                  |
| Saldo                                      |                   |                                   |                                                              |                                                                                                                    |                                           |                                     |                                                                |                                        |                  | Balance as of                        |
| 31 Desember 2019                           |                   | 19.700.000.000                    | 627.721.000.110                                              | -                                                                                                                  | 4.266.253.000                             | 150.989.606.842                     | (53.031.234.775)                                               | 43.262.415.205                         | 792.908.040.382  | 31 December, 2019                    |
| dipindahkan                                |                   |                                   |                                                              |                                                                                                                    |                                           |                                     |                                                                |                                        |                  | carry forward                        |

**Perusahaan Umum (PERUM) DAMRI**  
**Laporan Perubahan Ekuitas**  
 Untuk tahun yang berakhir pada tanggal  
 31 Desember 2020

**Perusahaan Umum (PERUM) DAMRI**  
**Statements of changes in equity**  
 For the Years Ended  
 31 December 2020

(Disajikan dalam Rupiah)

(Expressed In Rupiah)

| Uraian                   | Catatan/<br>Notes | Modal disetor/<br>Paid up capital | Pengertian modal<br>Negara/<br>State Equity<br>Participation | Bantuan<br>Pemerintah<br>yang belum<br>Ditentukan<br>Statusnya/<br>Undeferred Status<br>Of Government<br>Assistance | Modal<br>sumbangan/<br>Donated<br>Capital | Cadangan modal/<br>Capital Reserve | Penghasilan<br>Komprehensif<br>lain/<br>Other<br>Comprehensive | Saldo Laba<br>(Rugi)/<br>Profit (Loss) | Jumlah/<br>Total  | Description                        |
|--------------------------|-------------------|-----------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------|------------------------------------|----------------------------------------------------------------|----------------------------------------|-------------------|------------------------------------|
| Saldo                    |                   |                                   |                                                              |                                                                                                                     |                                           |                                    |                                                                |                                        |                   |                                    |
| 31 Desember 2019         |                   | 19.700.000.000                    | 627.721.000.110                                              | -                                                                                                                   | 4.266.253.000                             | 150.589.606.842                    | (53.031.234.775)                                               | 43.262.415.205                         | 792.908.040.382   | Balance as of<br>31 December, 2019 |
| Pendapatan               |                   |                                   |                                                              |                                                                                                                     |                                           |                                    |                                                                |                                        |                   | brought forward                    |
| Cadangan Modal           | 25.3              | -                                 | -                                                            | -                                                                                                                   | -                                         | 43.262.415.205                     | -                                                              | (43.262.415.205)                       | -                 | Capital Reserve                    |
| Penghasilan Komprehensif |                   |                                   |                                                              |                                                                                                                     |                                           |                                    |                                                                |                                        |                   | Comprehensive                      |
| Tahun Berjalan           |                   |                                   |                                                              |                                                                                                                     |                                           |                                    |                                                                |                                        |                   | Income for the year                |
| Penyesuaian Imbalan Pasa |                   |                                   |                                                              |                                                                                                                     |                                           |                                    |                                                                |                                        |                   | Adjustments                        |
| Kerja Tahun lalu         |                   |                                   |                                                              |                                                                                                                     |                                           |                                    | (18.961.721.264)                                               | -                                      | (18.961.721.264)  | prior compensation                 |
| Imbalan Pasa kerja       |                   |                                   |                                                              |                                                                                                                     |                                           |                                    | (52.791.823.478)                                               | -                                      | (52.791.823.478)  | Employee benefit                   |
| Revaluasi Aset           |                   |                                   |                                                              |                                                                                                                     |                                           |                                    | (6.652.056.000)                                                | -                                      | (6.652.056.000)   | Asset revaluation                  |
| Laba Tahun Berjalan      |                   |                                   |                                                              |                                                                                                                     |                                           |                                    | -                                                              | (220.077.411.000)                      | (220.077.411.000) | Profit for the Year                |
| Saldo                    |                   |                                   |                                                              |                                                                                                                     |                                           |                                    |                                                                |                                        |                   |                                    |
| 31 Desember 2020         |                   | 19.700.000.000                    | 627.721.000.110                                              | -                                                                                                                   | 4.266.253.000                             | 194.252.022.047                    | (131.436.835.517)                                              | (220.077.411.000)                      | 494.425.028.640   | Balance as of<br>31 December, 2020 |

Jakarta, 29 Maret / March 2021

**Setia N. Milatia Moemin**  
 Direktur Utama/  
 President Director

**Joni Prasetyanto**  
 Direktur Keuangan  
 Finance Director

Lihat Catatan atas Laporan Keuangan, yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan secara keseluruhan. See accompanying Notes to the Financial Statements, which are an integral part of the Financial Statements.



**Perusahaan Umum (PERUM) DAMRI**  
**Laporan Arus Kas**  
 Untuk tahun yang berakhir pada tanggal  
 31 Desember 2020

**Perusahaan Umum (PERUM) DAMRI**  
**Statements of Cash Flows**  
 For the years ended  
 31 December 2020

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

|                                                                        | 2020                    | 2019                     |                                                              |
|------------------------------------------------------------------------|-------------------------|--------------------------|--------------------------------------------------------------|
| <b>AKTIVITAS OPERASI:</b>                                              |                         |                          | <b>OPERATING ACTIVITIES:</b>                                 |
| Penerimaan Kas dari Pelanggan                                          | 736.806.043.582         | 1.231.170.622.202        | Cash Receipts from Customers                                 |
| Penerimaan Kas dari Lainnya                                            | 15.967.373.345          | 17.729.823.236           | Other Cash Receipts                                          |
| Pengeluaran Kas kepada Pemasok                                         | (29.931.022.143)        | (44.893.735.453)         | Cash Paid to Supplier                                        |
| Pengeluaran Kas Beban Operasional                                      | (438.280.510.723)       | (788.267.367.233)        | Cash Paid for Operating Expenses                             |
| Pengeluaran Kas kepada Karyawan                                        | (309.222.804.986)       | (288.523.805.615)        | Cash Paid to Employees                                       |
| <b>Kas yang Dihasilkan dari Operasi</b>                                | <b>(24.660.920.925)</b> | <b>127.215.537.138</b>   | <b>Cash Generated from Operations</b>                        |
| Pembayaran Bunga & Beban Keuangan                                      | (18.734.805.671)        | (19.646.673.032)         | Interest & Financial Charges Paid                            |
| Pembayaran Pajak Penghasilan                                           | (18.207.724.562)        | (19.899.097.874)         | Income Taxes Paid                                            |
| <b>Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Operasi</b>   | <b>(61.603.451.158)</b> | <b>87.669.766.232</b>    | <b>Net Cash Provided from (Used in) Operating Activities</b> |
| <b>AKTIVITAS INVESTASI:</b>                                            |                         |                          | <b>INVESTING ACTIVITIES:</b>                                 |
| Pengeluaran untuk Perolehan Aset Tetap                                 | (35.465.803.199)        | (216.923.218.100)        | Acquisition of fixed assets                                  |
| Penerimaan dari Pelepasan Aset Lainnya                                 | 657.769.841             | 44.314.965.210           | Cash receipts from Disposal of other assets                  |
| <b>Kas Bersih Aktivitas Investasi</b>                                  | <b>(34.808.033.358)</b> | <b>(172.608.252.890)</b> | <b>Net Cash from Investing Activities</b>                    |
| <b>AKTIVITAS PENDANAAN</b>                                             |                         |                          | <b>FINANCING ACTIVITIES:</b>                                 |
| Pembayaran Pinjaman Jangka Panjang                                     | (35.992.769.514)        | (69.135.767.010)         | Payment of Long Term Loans                                   |
| Penerimaan pinjaman jangka panjang                                     | 60.168.040.000          | 154.094.828.554          | Payment of Medium Term Notes                                 |
| <b>Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan</b> | <b>24.175.270.486</b>   | <b>84.959.061.544</b>    | <b>Net Cash Provided from (Used in) Financing Activities</b> |
| <b>KENAIKAN (PENURUNAN) BERSIH dipindahkan</b>                         |                         |                          | <b>NET INCREASE (DECREASE) IN carry forward</b>              |

Perusahaan Umum (PERUM) DAMRI  
Laporan Arus Kas  
Untuk tahun yang berakhir pada tanggal  
31 Desember 2020

Perusahaan Umum (PERUM) DAMRI  
Statements of Cash Flows  
For the years ended  
31 December 2020

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

|                                                     | 2020                    | 2019                   |                                                                   |
|-----------------------------------------------------|-------------------------|------------------------|-------------------------------------------------------------------|
| <b>KENAIKAN<br/>(PENURUNAN) BERSIH</b>              |                         |                        | <b>NET INCREASE<br/>(DECREASE) IN</b>                             |
| pindahan                                            |                         |                        | brought forward                                                   |
| <b>KAS DAN<br/>SETARA KAS</b>                       | <b>(72.224.283.936)</b> | <b>20.574.886</b>      | <b>CASH AND<br/>CASH EQUIVALENTS</b>                              |
| <b>SALDO KAS DAN<br/>SETARA KAS<br/>AWAL TAHUN</b>  | <b>146.091.972.029</b>  | <b>146.071.397.143</b> | <b>CASH AND<br/>CASH EQUIVALENTS AT<br/>BEGINNING OF THE YEAR</b> |
| <b>SALDO KAS<br/>DAN SETARA KAS<br/>AKHIR TAHUN</b> | <b>73.867.688.093</b>   | <b>146.091.972.029</b> | <b>CASH AND<br/>CASH EQUIVALENTS<br/>AT END OF THE YEAR</b>       |

Lihat Catatan atas Laporan Keuangan, yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan secara keseluruhan

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Jakarta, 29 Maret / March 2021

  
**Setia N. Milatia Moemin**  
Direktur Utama/  
President Director

  
**Joni Prasetyanto**  
Direktur Keuangan  
Finance Director

## **1. UMUM**

### **a. Pendirian dan Informasi Umum**

Perusahaan Umum (Perum) DAMRI didirikan pada tanggal 25 November 1946 yang pada awalnya merupakan gabungan dari dua usaha angkutan di zaman pendudukan Jepang yaitu "Jawa Unyu Zigyosha" dan "Zidosha Sokyoku". Pada tahun 1945, kedua usaha angkutan berubah nama menjadi "Djawatan Pengangkutan" untuk angkutan barang dan "Djawatan Angkutan Darat" untuk pengangkutan penumpang dibawah pengelolaan Kementerian Perhubungan Republik Indonesia. Berdasarkan Menteri Perhubungan RI No. 01/DAM/46, kedua djawatan itu digabungkan menjadi "Djawatan Angkoetan Motor Repoeblik Indonesia", yang disingkat menjadi DAMRI.

Tahun 1961, terjadi peralihan status DAMRI menjadi Badan Pimpinan Umum Perusahaan Negara (BPUPN) berdasarkan Peraturan Pemerintah No. 233 tahun 1961, yang kemudian BPUPN dihapus dan DAMRI ditetapkan menjadi Perusahaan Negara (PN) pada tahun 1965. Berdasarkan Peraturan Pemerintah No. 30 Tahun 1984 dan diperbaharui dengan Peraturan Pemerintah No. 31 Tahun 2002, Status PN DAMRI beralih menjadi Perusahaan Umum (Perum) DAMRI.

### **b. Tempat Kedudukan dan Lokasi Usaha**

Dalam menjalankan usahanya Perusahaan Umum (Perum) DAMRI berkedudukan di Jl. Matraman Raya No. 25 Jakarta Timur 13140.

## **1. GENERAL**

### **a. Establishment and General Information**

*Perusahaan Umum (Perum) DAMRI was established on 25 November, 1946 which was originally a merger of two freight businesses in Japanese occupation era, namely "Jawa Unyu Zigyosha" and "Zidosha Sokyoku". In 1945 both of the freight companies changed their names to "Djawatan Pengangkutan" for freight transportation and "Djawatan Angkutan Darat" for passenger transportation under the management of Ministry of Transportation of Republic of Indonesia. Based on Decree of Ministry of Transportation of Republic of Indonesia No.01/DAM/46, the two freight agencies were merged into "Djawatan Angkoetan Motor Repoeblik Indonesia" abbreviated as DAMRI.*

*In 1961, DAMRI's status was changed to Badan Pimpinan Umum Perusahaan Negara (BPUPN) based on Government Regulation No. 233 in 1961, which then BPUPN was removed and DAMRI was established as State Enterprise (PN) in 1965. Based on Government Regulation no. 30 of 1984 and updated by Government Regulation no. 31 in 2002, PN DAMRI status was changed to Public Company (Perum) DAMRI.*

### **b. Office and Business Location**

*Perusahaan Umum (Perum) DAMRI is located at Jl. Matraman Raya No. 25 East Jakarta 13140.*



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**1. UMUM (lanjutan)**

**b. Tempat Kedudukan dan Lokasi Usaha**  
(lanjutan)

Perusahaan Umum (Perum) DAMRI memiliki 4 Kantor Divisi Regional, yaitu Kantor Divisi Regional I di Jakarta, Kantor Divisi Regional II di Semarang, Kantor Divisi III di Surabaya, Kantor Divisi Regional IV di Jayapura dan Kantor Strategic Business Unit (SBU) di Jakarta.

Sedangkan kegiatan pelayanan operasional terdapat di seluruh wilayah Indonesia dengan jaringan layanan sebanyak 57 Kantor Cabang dan 1 Kantor Strategic Business Unit (SBU), yaitu:

- 1) Kantor Divisi Regional I: Cabang Banda Aceh, Cabang Medan, Cabang Padang, Cabang Jambi, Cabang Palembang, Cabang Pangkal Pinang, Cabang Bengkulu, Cabang Batam, Cabang Bandar Lampung, Cabang Travel, Cabang Angkutan Barang, Cabang Angkutan Khusus Bandara (UAKB) Soekarno-Hatta Jakarta, Cabang Serang, Cabang Bogor, Cabang Bandung, dan Cabang Pekanbaru.
- 2) Kantor Divisi Regional II: Cabang Purworejo, Cabang Purwokerto, Cabang Cilacap, Cabang Pontianak, Cabang Banjarmasin, Cabang Palangkaraya, Cabang Samarinda, Cabang Yogyakarta, Cabang Surakarta, dan Cabang Kaltara.

**1. GENERAL (continued)**

**b. Office and Business Location**  
(continued)

Perusahaan Umum (Perum) DAMRI has 4 Regional Division Offices, namely the Office of Regional Division I in Jakarta, Office of Regional Division II in Semarang, Office of Division III in Surabaya, Office of Regional Division IV in Jayapura and Office of Strategic Business Unit (SBU) in Jakarta.

DAMRI have service network of 57 Branch Offices and 1 Strategic Business Unit (SBU) office, as follows:

- 1) Regional Division I Office: Banda Aceh Branch, Medan Branch, Padang Branch, Jambi Branch, Palembang Branch, Pangkal Pinang Branch, Bengkulu Branch, Batam Branch, Bandar Lampung Branch, Travel Branch, Freight Transportation Branch, Soekarno-Hatta Airport Special Transportation Branch (UAKB) Jakarta, Serang Branch, Bogor Branch, Bandung Branch, and Pekanbaru Branch.
- 2) Regional Division II Office: Purworejo Branch, Purwokerto Branch, Cilacap Branch, Pontianak Branch, Banjarmasin Branch, Palangkaraya Branch, Samarinda Branch, Yogyakarta Branch, Surakarta Branch, and Kaltara Branch.



**1. UMUM (lanjutan)**

**b. Tempat Kedudukan dan Lokasi Usaha (lanjutan)**

- 3) Kantor Divisi Regional III: Cabang Malang, Cabang Ponorogo, Cabang Banyuwangi, Cabang Pamekasan, Cabang Denpasar, Cabang Mataram, Cabang Kupang, Cabang Waingapu, Cabang Kefamenanu, Cabang Ende, Cabang Kendari, Cabang Palu, Cabang Mamuju, Cabang Surabaya, Cabang Jember, Cabang Makassar, Cabang Manado, dan Cabang Gorontalo.
- 4) Kantor Divisi Regional IV: Cabang Jayapura, Cabang Merauke, Cabang Sorong, Cabang Manokwari, Cabang Biak, Cabang Nabire, Cabang Serui, Cabang Mimika, Cabang Ambon, Cabang Halmahera, Cabang Sorong Selatan, dan Cabang Sarmi, dan Cabang Namlea.
- 5) Kantor Strategic Business Unit (SBU): Transjakarta Koridor 1 & 8.

**c. Sifat, Maksud dan Tujuan Perusahaan**

Sesuai pasal 8 Peraturan Pemerintah Republik Indonesia No. 38 tahun 2018 tanggal 6 Agustus 2018 tentang Perusahaan Umum (Perum) DAMRI, maksud, tujuan, dan kegiatan usaha sebagai berikut:

Perusahaan memiliki maksud dan tujuan untuk turut melaksanakan dan menunjang kebijakan dan program Pemerintah Pusat dan Pemerintah Daerah di bidang ekonomi dan pembangunan nasional pada umumnya terutama di bidang pengusahaan jasa angkutan jalan dan jasa lainnya serta optimalisasi pemanfaatan sumber daya Perusahaan untuk menghasilkan barang dan jasa berdasarkan prinsip pengelolaan Perusahaan yang sehat.

**1. GENERAL (continued)**

**b. Office and Business Location (continued)**

- 3) Regional Division III Office: Malang Branch, Ponorogo Branch, Banyuwangi Branch, Pamekasan Branch, Denpasar Branch, Mataram Branch, Kupang Branch, Waingapu Branch, Kefamenanu Branch, Ende Branch, Kendari Branch, Palu Branch, Mamuju Branch, Surabaya Branch, Jember Branch, Makassar Branch, Manado Branch, and Gorontalo Branch.
- 4) Regional Division IV Offices: Jayapura Branch, Merauke Branch, Sorong Branch, Manokwari Branch, Biak Branch, Nabire Branch, Serui Branch, Mimika Branch, Ambon Branch, Halmahera Branch, South Sorong Branch, and Sarmi Branch, and Namlea Branch.
- 5) Office of Strategic Business Unit (SBU): Transjakarta Corridor 1 & 8.

**c. Nature, Purpose and Objective of the Company**

In accordance with Article 8 of the Government Regulation of the Republic of Indonesia No. 38 of 2018 dated 6 August, 2018 Perusahaan Umum (Perum) DAMRI's, purpose, objectives and business activities are as follows:

The Company has the intent and purpose to participate in implementing and supporting the policies and programs of the Central Government and Regional Governments in the field of economy and national development in general, especially in the field of exploitation of road transport services and other services as well as optimizing the utilization of Company resources to produce goods and services based on the principle of good corporate governance.

**1. UMUM (lanjutan)**

**d. Kegiatan Perusahaan**

Dalam melaksanakan maksud dan tujuan, Perusahaan melakukan kegiatan usaha utama, sebagai berikut:

- 1) Jasa angkutan penumpang dan barang untuk umum;
- 2) Penugasan Pemerintah Pusat dan Pemerintah Daerah berupa angkutan perintis, angkutan perkotaan dan penugasan lainnya dalam bidang angkutan;
- 3) Jasa penyewaan sarana angkutan;
- 4) Jasa keagenan penyediaan sarana angkutan;
- 5) Jasa titipan dan pengiriman barang/pos melalui angkutan jalan;
- 6) Jasa lainnya di bidang angkutan jalan.

Selain kegiatan usaha utama sebagaimana dimaksud di atas, sepanjang mendukung secara finansial terhadap kegiatan usaha utama, Perusahaan dapat melaksanakan kegiatan usaha dalam rangka optimalisasi pemanfaatan potensi sumber daya yang sudah dimiliki dan/atau dikuasai Perusahaan sebagaimana ditetapkan oleh Menteri.

**(1). Angkutan Pemandu Moda**

Transportasi Shuttle Bus merupakan salah satu segmen layanan yang beroperasi dari dan menuju bandara. Segmen ini melayani ibu kota dan bandara lain di Indonesia.

Pelayanan yang berorientasi pada kepuasan pelanggan ini akan terus memberikan pelayanan terbaiknya dengan tarif relatif murah, aman dan nyaman.

**1. GENERAL (continued)**

**d. The Company's Activities**

*In carrying out its purpose and objectives, the Company carries out its main business activities, as follows:*

- 1) Passenger and goods public transportation services;*
- 2) Assignments of the Central Government and Regional Government in the form of pioneer transportation, urban transportation and other assignments in the transportation sector;*
- 3) Transportation equipment rental services;*
- 4) Agency services providing transportation facilities;*
- 5) Safekeeping and shipping of goods/post via road transport;*
- 6) Other services in the field of road transportation.*

*In addition to the main business activities referred to above, the Company can carry out business activities in order to optimize the utilization of potential resources that are already owned and/ or controlled by the Company, as long as it financially supports the main business activities, as determined by the Minister.*

**(1). Shuttle Bus Transportation**

*Shuttle Bus transportation is one of the service segments operating from and to the airport. This segment serves the capital city and other airports in Indonesia.*

*This segment operates to increase customer satisfaction in providing safe, comfortable and affordable services.*



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**1. UMUM (lanjutan)**

**d. Kegiatan Perusahaan (lanjutan)**

**(1). Angkutan Pemadu Moda (lanjutan)**

Pelayanan Angkutan Pemadu Moda meliputi jaringan pelayanan 26 kota di pulau Jawa, Sumatera, Sulawesi, Kalimantan, dan Papua. Cabang yang melayani Angkutan Pemadu Moda yaitu Banda Aceh, Basoetta, Bandung, Batam, Bengkulu, Jambi, Medan, Padang, Palembang, Pekanbaru, Pangkal Pinang, Pontianak, Samarinda, Surakarta, Yogyakarta, Banyuwangi, Ende, Kendari, Kupang, Makassar, Mataram, Surabaya, Gorontalo, Manado, Ambon dan Jayapura.

**(2). Angkutan Antar Kota**

Pelayanan Angkutan Antar Kota meliputi jaringan pelayanan 35 kota besar di pulau Jawa, Sumatera, Sulawesi, Kalimantan, dan Papua. Cabang yang melayani Angkutan Antar Kota yaitu Banda Aceh, Bandar Lampung, Basoetta, Bandung, Bengkulu, Bogor, Jakarta, Jambi, Palembang, Pangkal Pinang, Serang, Banjarmasin, Cilacap, Palangkaraya, Pontianak, Purwokerto, Purworejo, Samarinda, Surakarta, Tanjung Selor, Banyuwangi, Denpasar, Kendari, Kupang, Makassar, Malang, Mataram, Palu, Pamekasan, Ponorogo, Gorontalo, Manado, Sarmi, Sorong dan Sorong Selatan.

Angkutan Antar Kota terdiri dari Angkutan Kota Dalam Provinsi (AKDP) dan Angkutan Antar Kota Antar Provinsi (AKAP).

**1. GENERAL (continued)**

**d. The Company's Activities (continued)**

**(1). Shuttle Bus Transportation (continued)**

Shuttle Bus transportation service covers 26 cities in Java, Sumatra, Sulawesi, Kalimantan and Papua. Branches that operate Shuttle Bus transportation are Banda Aceh, Basoetta, Bandung, Batam, Bengkulu, Jambi, Medan, Padang, Palembang, Pekanbaru, Pangkal Pinang, Pontianak, Samarinda, Surakarta, Yogyakarta, Banyuwangi, Ende, Kendari, Kupang, Makassar, Mataram, Surabaya, Gorontalo, Manado, Ambon and Jayapura.

**(2). Inter-City Transportation**

The Inter-City Transport Service includes a service network of 35 major cities in Java, Sumatra, Sulawesi, Kalimantan and Papua. Branches that serve Inter-City Transportation are Banda Aceh, Bandar Lampung, Basoetta, Bandung, Bengkulu, Bogor, Jakarta, Jambi, Palembang, Pangkal Pinang, Serang, Banjarmasin, Cilacap, Palangkaraya, Pontianak, Purwokerto, Purworejo, Samarinda, Surakarta, Tanjung Selor, Banyuwangi, Denpasar, Kendari, Kupang, Makassar, Malang, Mataram, Palu, Pamekasan, Ponorogo, Gorontalo, Manado, Sarmi, Sorong dan Sorong Selatan

Intercity Transportation consists of City Transportation within the Province (AKDP) and Inter-City Inter-Province Transportation (AKAP).

**I. UMUM (lanjutan)**

**d. Kegiatan Perusahaan (lanjutan)**

**(2). Angkutan Antar Kota (lanjutan)**

- a. Angkutan Antar Kota Dalam Provinsi (AKDP) adalah angkutan dari satu kota ke kota lain yang melalui kabupaten/kota dalam satu daerah provinsi dengan menggunakan bus umum yang terikat dalam trayek.
- b. Angkutan Kota Antar Provinsi (AKAP) adalah angkutan dari satu kota ke kota lain yang melalui antar daerah kabupaten/kota yang melalui lebih dari satu daerah provinsi dengan menggunakan bus umum yang terikat dalam trayek.

**(3). Angkutan Kota**

Angkutan Bus Kota adalah sebuah moda transportasi perkotaan yang merujuk kepada kendaraan umum dengan rute yang sudah ditentukan. Pelayanannya meliputi jaringan trayek kota (dalam wilayah Kota, Ibu Kota Provinsi dan Kabupaten). Jaringan Pelayanan meliputi Banda Aceh, Bandung, Batam, Bengkulu, Jakarta, Jambi, Medan, Palembang, SBU TJBW Koridor 1 & 8, Yogyakarta, Denpasar, Makassar, Mataram, Surabaya, Gorontalo, Manado dan Sarmi.

**1. GENERAL (continued)**

**d. The Company's Activities (continued)**

**(2). Inter-City Transportation (continued)**

- a. *Inter-City Transportation within the Province (AKDP) is transportation from one city to another that passes through regencies/ cities in one province by using public bus bound in routes.*
- b. *Inter-Province City transportation (AKAP) is transportation from one city to another that passes between regencies/ cities through more than one province by using public bus bound in routes.*

**(3). City Transport**

*City Transport is an urban transportation mode that refers to public transportation with a predetermined route. Its services include the city route network (within the City, Provincial and Regency Capitals). The service network covers Banda Aceh, Bandung, Batam, Bengkulu, Jakarta, Jambi, Medan, Palembang, SBU TJBW Corridors 1 & 8, Yogyakarta, Denpasar, Makassar, Mataram, Surabaya, Gorontalo, Manado and Sarmi*



1. UMUM (lanjutan)

d. Kegiatan Perusahaan (lanjutan)

(4). Angkutan Lintas Batas Negara

Angkutan Antar Negara adalah angkutan dari satu kota ke kota lain yang melintasi batas negara dengan menggunakan bus umum yang terikat dalam trayek. Perusahaan Umum (Perum) DAMRI memelopori transportasi lintas-batas antar Negara Indonesia - Malaysia, dengan trayek Pontianak (Indonesia) - Kuching (Malaysia). Selain itu Perusahaan Umum (Perum) DAMRI juga melayani trayek Pontianak - Bandar Sri Begawan (Brunei Darussalam).

(5). Angkutan Perintis

Angkutan perintis adalah angkutan yang melayani daerah-daerah terisolir sebagai angkutan perintis, dimana di daerah tersebut belum tersedia sarana angkutan yang memadai dengan tarif terjangkau.

Kegiatan ini dilaksanakan di 47 kabupaten/ kota di seluruh Indonesia. Adapun Kantor Cabang Perusahaan Umum (Perum) DAMRI yang melayani Angkutan Perintis antara lain: Banda Aceh, Medan, Padang, Jambi, Bengkulu, Palembang, Pangkal Pinang, Bandar Lampung, Serang, Pontianak, Banjarmasin, Samarinda, Kaltara, Mataram, Kupang, Ende, Waingapu, Kefamenanu, Mamuju, Kendari, Palu, Jayapura, Sorong, Serui, Biak, Nabire, Mimika, Manokwari, Merauke, Ambon, Halmahera, Gorontalo, Manado, Batam, Bandung, Bogor, Pekanbaru, Palangkaraya, Cilacap, Makassar, Jember, Banyuwangi, Denpasar, Ponorogo, Namlea, Sarmi, Sorong Selatan.

1. GENERAL (continued)

d. The Company's Activities (continued)

(4). Transboundary Transportation

Transportation between countries is transportation from one city to another that crosses national borders by using bus. Perusahaan Umum (Perum) DAMRI pioneers cross-border transportation between Indonesia and Malaysia, with Pontianak (Indonesia) - Kuching (Malaysia), and Pontianak - Bandar Sri Begawan (Brunei Darussalam) routes.

(5). Pioneer Transportation

Pioneer Transportation is a transportation service that serves isolated areas as pioneer transportation, where adequate transportation facilities at affordable rates are not yet available in the area.

This activity was carried out in 47 regencies/ cities throughout Indonesia. Perusahaan Umum (Perum) DAMRI Branch Office that serves Pioneer Transportation includes: Banda Aceh, Medan, Padang, Jambi, Bengkulu, Palembang, Pangkal Pinang, Bandar Lampung, Serang, Pontianak, Banjarmasin, Samarinda, Kaltara, Mataram, Kupang, Ende, Waingapu, Kefamenanu, Mamuju, Kendari, Palu, Jayapura, Sorong, Serui, Biak, Nabire, Mimika, Manokwari, Merauke, Ambon, Halmahera, Gorontalo, Manado, Batam, Bandung, Bogor, Pekanbaru, Palangkaraya, Cilacap, Makassar, Jember, Banyuwangi, Denpasar, Ponorogo, Namlea, Sarmi, Sorong Selatan.

1. UMUM (lanjutan)

d. Kegiatan Perusahaan (lanjutan)

(6). Angkutan Paket/ Barang

Angkutan Barang adalah kegiatan untuk mengangkut barang dari satu tempat ke tempat lainnya melalui jalan darat dan menggunakan mobil barang (Truk/Box).

Disamping melayani angkutan barang regular juga melakukan kerjasama dengan PT Pos Indonesia (Persero) untuk tujuan Jambi, Jakarta, Surabaya, Denpasar, Kupang, dan Mataram. Angkutan barang Perusahaan Umum (Perum) DAMRI tersebar di beberapa wilayah di Indonesia antara lain Angkutan barang/ paket Jakarta, Pontianak, Palangkaraya, Denpasar, Makassar, Merauke.

(7). Angkutan Travel atau Pariwisata

Unit Angkutan Travel merupakan salah satu unit kerja pada Perusahaan Umum (Perum) DAMRI yang khusus melayani angkutan travel atau pariwisata dengan menggunakan kendaraan microbus dan bus besar. Selain Angkutan travel atau pariwisata yang ada di Jakarta, juga di Kantor Cabang Perum DAMRI yang lainnya di wilayah Indonesia.

1. GENERAL (continued)

d. The Company's Activities (continued)

(6). Freight Transportation

Freight Transportation is a land based activity to Send goods from one place to another using Van or Truck.

Besides serving regular freight transportation, it also cooperates with PT Pos Indonesia (Persero) for Jambi, Jakarta, Surabaya, Denpasar, Kupang and Mataram destinations. Goods transport of Perusahaan Umum (Perum) DAMRI is spread in several regions in Indonesia, among others, Goods/ packages transportation Jakarta, Pontianak, Palangkaraya, Denpasar, Makassar, Merauke.

(7). Travel or Tourism Transportation

This Unit specifically serves point to point travel or tourism transport using microbus and large bus vehicles. In addition to the travel or tourism transport in Jakarta, the travel and tourism transportations are also spread in other branch offices of Perum Damri throughout Indonesia.



1. UMUM (lanjutan)

e. Organisasi Perusahaan

(1). Susunan Dewan Pengawas

Berdasarkan Keputusan Menteri Badan Usaha Milik Negara selaku Wakil Pemerintah sebagai Pemilik Modal Perusahaan Umum (Perum) DAMRI No. SK-274/MBU/08/2020 tanggal 31 Agustus 2020, No. SK-201/MBU/09/2019 tanggal 13 September 2019 dan SK-92/MBU/05/2019 tanggal 8 Mei 2019 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perusahaan Umum (Perum) DAMRI, susunan Dewan Pengawas per 31 Desember 2020 dan 2019 adalah:

|         | 2020              |
|---------|-------------------|
| Ketua   | Muhammad Salim    |
| Anggota | Yudi Yudhawan     |
| Anggota | Yuli Harsono      |
| Anggota | Teguh Pristiwanto |

(2). Susunan Direksi

Berdasarkan Keputusan Menteri Badan Usaha Milik Negara (BUMN) selaku Wakil Pemerintah sebagai Pemilik Modal Perusahaan Umum (Perum) DAMRI No. SK-168/MBU/05/2020 tanggal 29 Mei 2020 dan SK-166/MBU/07/2019 tanggal 31 Juli 2019 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-anggota Direksi Perusahaan Umum (Perum) DAMRI, sebagai berikut:

1. GENERAL (continued)

e. The Company's Organization

(1). Board of Supervisors

Based on the Decree of the Minister of State Owned Enterprises as Government Representatives as the Owner of Perusahaan Umum DAMRI No. SK-274/MBU/08/2020 dated 31 August 2020, No. SK-201/MBU/09/2019 dated 13 September, 2019 and SK-92/MBU/05/2019 dated 8 May, 2019 concerning Dismissal and Appointment of Member of Perusahaan Umum (Perum) DAMRI Supervisory Board, the composition as of 31 December 2020 and 2019 is as follows:

|                   | 2019     |
|-------------------|----------|
| Muhammad Salim    | Chairman |
| Yudi Yudhawan     | Member   |
| Musyafaur Rahman  | Member   |
| Teguh Pristiwanto | Member   |

(2). Board of Directors

Based on the Decree of the Minister of State-Owned Enterprises (SOE), as the Government Representative as the Owner of Perusahaan Umum (Perum) DAMRI No. SK-168/MBU/05/2020 dated 29 Mei 2020, No. SK-166/MBU/07/2019 dated 31 July, 2019, concerning Dismissal, Change of Position Nomenclature, Task Transfer, and Appointment of Members of the Board of Directors of Perusahaan Umum (Perum) DAMRI, the composition of Board of Directors is, as follows:

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**1. UMUM (lanjutan)**

**e. Organisasi Perusahaan (lanjutan)**

**(2). Susunan Direksi (lanjutan)**

|                                             | 2020                    |
|---------------------------------------------|-------------------------|
| Direktur Utama                              | Setia N. Milatia Moemin |
| Direktur Komersil dan<br>Pengembangan Usaha | Sandry Pasambuna        |
| Direktur Teknik<br>dan Fasilitas            | Arifin                  |
| Direktur Keuangan                           | Sri Purwanto            |
| Direktur SDM dan<br>Administrasi Umum       | Siti Inda Suri          |

**(3). Susunan Komite Audit**

Berdasarkan Surat Keputusan Dewan  
Pengawas No. SK.12/DP/IX/2019  
tanggal 26 September 2019 dan No.  
SK.01/DP/III/2019 tanggal 1 Maret  
2019, susunan Komite Audit per  
tanggal 31 Desember 2020 dan 2019,  
sebagai berikut:

|         | 2020                  |
|---------|-----------------------|
| Ketua   | Yudi Yudhawan         |
| Anggota | Sofyan Bantasyam      |
| Anggota | Fitriansyah Monasfaly |

**f. Sumber Daya Manusia (SDM)**

Posisi SDM sampai dengan akhir tahun  
2020 sebanyak 5.105 terjadi penurunan  
sebesar 258 orang dari tahun  
sebelumnya. Posisi SDM terdiri dari  
Karyawan PKWTT sebanyak 3.926  
mengalami peningkatan sebesar 160  
orang dan Karyawan PKWT sebanyak  
1.179 mengalami penurunan sebesar 418  
orang.

|                                               | 2020  |
|-----------------------------------------------|-------|
| Perjanjian Kerja Waktu Tidak<br>Tetap (PKWTT) | 3.926 |
| Perjanjian Kerja Waktu Tetap<br>(PKWT)        | 1.179 |
| Jumlah                                        | 5.105 |

**1. GENERAL (continued)**

**e. The Company's Organization  
(continued)**

**(2). Board of Directors (continued)**

|                         | 2019                                               |
|-------------------------|----------------------------------------------------|
| Setia N. Milatia Moemin | President Director                                 |
| Sandry Pasambuna        | Director of Commercial<br>and Business Development |
| Arifin                  | Director of Technical<br>and Facilities            |
| Sri Purwanto            | Director of Finance                                |
| Siti Inda Suri          | Director of HR and General<br>Administration       |

**(3). Audite Committee Structure**

Based on the Decree of the Board of  
Supervisors No. SK.12/DP/IX/2019  
dated 26 September 2019 and No.  
SK.01/DP/III/2019 dated 1 March,  
2019, the composition of the Audit  
Committee as of 31 December 2020  
and 2019 is as follows:

|                       | 2019     |
|-----------------------|----------|
| Edy Cahyono           | Chairman |
| Sofyan Bantasyam      | Members  |
| Fitriansyah Monasfaly | Members  |

**f. Employees**

The number of employees of the  
Company as of 2020 was 5,105  
employees, decreased by 258 employees  
from the previous year. The employment  
type consists of permanent employees of  
3,926 employees, increased by 160  
employees and non permanent  
employees of 1,179 employees,  
decreased by 418 employees.

|                                         | 2019  |
|-----------------------------------------|-------|
| Indefinite Time Employment<br>Agreement | 3.766 |
| Specific time employment<br>Agreement   | 1.597 |
| Total                                   | 5.363 |



**1. UMUM (lanjutan)**

**g. Penerapan *Good Corporate Governance* (GCG) dan Manajemen Risiko**

Seperti tertuang dalam Surat Keputusan Menteri BUMN Nomor: PER-01/MBU/2011 tanggal 01 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Aturan ini mewajibkan BUMN untuk menjadikan prinsip-prinsip GCG sebagai landasan operasional kegiatan usaha, dan memberikan pedoman yang lebih terinci bagi BUMN untuk menerapkan GCG berdasarkan prinsip-prinsip transparansi, akuntabilitas, pertanggungjawaban, kemandirian, dan kewajaran.

Terakhir, Berdasarkan Hasil Assessment penerapan *Good Corporate Governance* (GCG) Perum Damri tahun 2019 skor 81,93 dengan skor maksimum 100. Terdapat lima aspek governance yang telah dilakukan assessment tersebut, meliputi (1) Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan dengan capaian skor 6,70; (2) Pemegang Saham dan RUPS/Pemilik Modal dengan capaian skor 8,47; (3) Dewan Komisaris/Dewan Pengawas, dengan capaian skor 29,90; (4) Direksi, dengan capaian skor 29,76; dan (5) Pengungkapan Informasi dan Transparansi, dengan capaian skor 7,10.

**1. GENERAL (continued)**

**g. *Implementation of Good Corporate Governance (GCG) and Risk Management***

*As stated in the Decree of the Minister of SOE Number: PER-01/MBU/2011 dated 01 August 2011 concerning the Implementation of Good Corporate Governance in State Owned Enterprises SOE is required to make GCG principles the operational basis of business activities, and provide more detailed guidelines for BUMN to implement GCG based on the principles of transparency, independence, accountability, responsibility, and fairness.*

*Lastly, based on the results of the Assessment of the implementation of Perum Damri in 2019 received a score of 81,93 with a maximum score of 100. There are five aspects of governance that have been assessed, which are (1) Commitment to the Implementation of Good Corporate Governance Continuously with a score of 6,70; (2) Shareholders and GMS / Capital Owners with a score of 8,47; (3) Board of Commissioners / Board of Supervisors, with a score of 29,90; (4) Directors, with a score of 29,76; and (5) Information Disclosure and Transparency, with a score of 7,10.*

**1. UMUM (lanjutan)**

**h. Penerapan Manajemen Risiko**

Perum DAMRI telah menerapkan Manajemen Risiko di lingkungan Perum DAMRI sesuai Surat Keputusan Direksi No. 0708 / UM.001 / SK / 00 / DU / 2020 tanggal 23 Oktober 2020 tentang Pedoman Manajemen Risiko di Lingkungan Perum DAMRI.

Perum DAMRI juga telah membentuk Komite Manajemen Risiko sesuai Surat Keputusan Dewan Komisaris Nomor: SK.02/DP/VII/2020 tentang Pemberhentian dan Pengangkatan Ketua Komite Pemantau Manajemen Risiko Perusahaan Umum (Perum) DAMRI; Nomor: SK.13/DP/XII/2019 tentang Pemberhentian dan Pengangkatan Anggota Komite Pemantau Manajemen Risiko Perusahaan Umum (Perum) DAMRI; Nomor: SK.02/DP/I/2021 tentang Pengangkatan Anggota Komite Pemantau Manajemen Risiko.

Susunan Ketua dan Anggota Komite Manajemen Risiko, sebagai berikut:

|         | 2020                  |
|---------|-----------------------|
| Ketua   | Teguh Pristiawanto    |
| Anggota | Bambang Ali Priambodo |
| Anggota | Yodi Armawidiatmo     |

**1. GENERAL (continued)**

**h. Implementation of Risk Management**

Perum DAMRI has implemented Risk Management within Perum DAMRI according to the Decree of the Board of Directors Number: 0708 / UM.001 / SK / 00 / DU / 2020 dated 23 October 2020 concerning Guidelines for Risk Management in Perusahaan Umum (Perum) DAMRI.

Perum DAMRI has also formed a Risk Management Committee in accordance with the Decree of the Board of Commissioners Number: SK.02 / DP / VII / 2020 concerning the Dismissal and Appointment of the Chairman of the Risk Management Monitoring Committee for Perusahaan Umum (Perum) DAMRI; Number: SK.13 / DP / XII / 2019 concerning The Dismissal and Appointment of Members of the Risk Management Monitoring Committee for Perusahaan Umum (Perum) DAMRI; Number: SK.02 / DP / I / 2021 concerning the Appointment of Members of the Risk Management Monitoring Committee.

The composition of the Chairman and Members of the Risk Management Committee is, as follows:

|                       | 2019 |          |
|-----------------------|------|----------|
| Musyafaur Rahman      |      | Chairman |
| Bambang Ali Priambodo |      | Member   |
| Yodi Armawidiatmo     |      | Member   |



**PERUSAHAAN UMUM (PERUM) DAMRI**  
**CATATAN ATAS LAPORAN KEUANGAN**  
(lanjutan)

Pada tanggal 31 Desember 2020 dan  
Untuk tahun yang berakhir pada tanggal tersebut

(Disajikan dalam Rupiah)

**PERUSAHAAN UMUM (PERUM) DAMRI**  
**NOTES TO THE FINANCIAL STATEMENTS**  
(continued)

As of 31 December 2020 and  
for the year then ended

(Expressed in Rupiah)

**1. UMUM (lanjutan)**

**i. Modal (lanjutan)**

Modal Perusahaan merupakan kekayaan negara yang dipisahkan dan tidak terbagi atas saham, terdiri atas:

Modal disetor sebesar Rp 19.700.000.000 (sembilan belas miliar tujuh ratus juta rupiah), Penyertaan Modal Negara (PMN) sebesar Rp 627.721.000.110 (enam ratus dua puluh tujuh miliar tujuh ratus dua puluh satu ribu seratus sepuluh rupiah), Modal Sumbangan sebesar Rp 4.266.253.000 (empat miliar dua ratus enam puluh enam juta dua ratus lima puluh tiga ribu rupiah).

**2. PENERAPAN STANDAR AKUNTANSI KEUANGAN BARU DAN REVISI (PSAK) DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN (ISAK)**

**a. Standar yang Berlaku Efektif pada Tahun Berjalan**

Entitas telah menerapkan standar akuntansi berikut pada tanggal 1 Januari 2020 yang dianggap relevan, namun tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Entitas dan tidak memberikan dampak yang material terhadap jumlah yang dilaporkan di laporan keuangan pada tahun berjalan:

- Amandemen PSAK 15 "Investasi pada Entitas Asosiasi dan Ventura Bersama"
- Amandemen PSAK 1 "Penyajian Laporan Keuangan"
- Penyesuaian Tahunan PSAK 1 "Penyajian Laporan Keuangan"
- PSAK 72 "Pendapatan dari Kontrak dengan Pelanggan"
- PSAK No. 73 "Sewa"
- Amandemen PSAK 73 "Sewa"

**1. GENERAL (continued)**

**i. Equity (continued)**

The Company equity is state property that is separated and not divided into shares, consisting of:

Paid up capital of Rp 19,700,000,000 (nineteen billion seven hundred million rupiahs), State Equity Participation (PMN) of Rp 627,721,000,110 (six hundred twenty seven billion seven hundred twenty one thousand one hundred and ten rupiah), Donated Capital of Rp 4,266,253,000 (four billion two hundred sixty six million two hundred fifty-three thousand rupiah).

**2. ADOPTION OF NEW AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS ("SFAS") AND INTERPRETATIONS OF SFAS ("IFAS")**

**a. Standards Effective in the Current Year**

The Entity has adopted the following accounting standards on 1 January 2020 which are considered relevant, but did not result in substantial changes to the Entity's accounting policies and had no material effect on the amounts reported for the current year financial statements:

- Amendment to PSAK 15 "Investment in Associates and Joint Venture"
- Amendment to PSAK 1 "Presentation of Financial Statements"
- Annual Improvement to PSAK 1 "Presentation of Financial Statements"
- PSAK 72 "Revenue from Contracts with Customers"
- PSAK 73 "Leases"
- Amendment to PSAK 73 "Lease"

**2. PENERAPAN STANDAR AKUNTANSI KEUANGAN (PSAK) DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN (ISAK) BARU DAN REVISI (lanjutan)**

**a. Standar yang Berlaku Efektif pada Tahun Berjalan (lanjutan)**

Penerapan dari perubahan standar dan interpretasi akuntansi atas standar akuntansi berikut, yang berlaku efektif sejak tanggal 1 Januari 2020, relevan bagi Entitas dan menyebabkan perubahan signifikan atas kebijakan akuntansi Entitas serta memberikan dampak yang material terhadap jumlah yang dilaporkan di laporan Keuangan pada tahun berjalan:

- **PSAK 71, "Instrumen Keuangan".**  
PSAK ini 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.

Penerapan PSAK 71 tersebut memiliki dampak terhadap saldo awal laba ditahan yang belum dicadangkan pada laporan keuangan. Atas dampak tersebut dibebankan pada laporan laba rugi komprehensif tahun berjalan. Sampai dengan 31 Desember 2020 Perum DAMRI masih belum menerapkan PSAK 71 secara penuh karena belum memperoleh parameter yang tepat dalam menentukan penyisihan piutang.

**2. ADOPTION OF NEW AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS ("SFAS") AND INTERPRETATIONS OF SFAS ("IFAS") (continued)**

**a. Standards Effective in the Current Year (continued)**

*The application of the following revised accounting standards and interpretation of the accounting standards, which are effective from 1 January 2020, relevant for Entity, and result in substantial changes to the Entity's accounting policies and had material effect on the amounts reported for the current year financial statements:*

- **PSAK 71 "Financial Instrument"**  
*This PSAK provides for classification and measurement of financial instruments based on the characteristics of contractual cash flows and business model of the entity; expected credit loss impairment model that resulting information that are more timely, relevant and understandable to users of financial statements; accounting for hedging that reflect the entity's risk management better by introduce a more general requirements based on management's judgment.*

*The adoption of PSAK No. 71 has impact on the beginning balance of the unappropriated retained earnings in the financial statements. The impact is charged to the current year statement of comprehensive income. As of 31 December 2020, Perum DAMRI has not fully implemented PSAK 71 because it has not obtained the right parameters in determining allowance for accounts receivable.*



### **3. KEBIJAKAN AKUNTANSI**

#### **a. Pernyataan Kepatuhan**

Laporan keuangan Perusahaan disusun menggunakan Standar Akuntansi Keuangan di Indonesia.

#### **b. Dasar Penyusunan**

Dasar penyusunan laporan keuangan Perusahaan adalah biaya historis, kecuali properti dan instrumen keuangan tertentu yang diukur pada jumlah revaluasi atau nilai wajar dan basis akrual kecuali untuk penyusunan laporan arus kas Perusahaan pada setiap akhir periode pelaporan, yang dijelaskan dalam kebijakan akuntansi di bawah ini.

Pada umumnya biaya historis didasarkan pada nilai wajar yang didasarkan atas pertukaran suatu barang atau jasa.

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran tanpa memperhatikan apakah harga tersebut dapat diobservasi secara langsung atau diestimasi menggunakan teknik penilaian lain. Dalam mengukur nilai wajar atas suatu aset atau liabilitas pada tanggal pengukuran, Perusahaan memperhitungkan karakteristik suatu aset atau liabilitas jika pelaku pasar akan memperhitungkan karakteristik tersebut ketika menentukan harga aset atau liabilitas pada tanggal pengukuran.

### **3. ACCOUNTING POLICIES**

#### **a. Statement of Compliance**

*The Company's financial statements have been prepared in accordance with Indonesian Financial Accounting Standards.*

#### **b. Basis of Preparation**

*The Company's financial statements have been prepared on the historical cost basis except for certain properties and financial instruments that are measured at revalued amounts or fair values and using accrual basis except for the Company's statement of cash flow at the end of each reporting period, as explained in the accounting policies below.*

*Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.*

*Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company's takes into account the characteristics the asset or a liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.*

**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**b. Dasar Penyusunan (lanjutan)**

Untuk tujuan pelaporan keuangan Perusahaan, pengukuran dan pengungkapan nilai wajar ditentukan berdasarkan basis tersebut, kecuali untuk transaksi sewa dalam ruang lingkup PSAK 73, dan pengukuran yang memiliki beberapa kemiripan dengan nilai wajar tetapi bukan merupakan nilai wajar, seperti nilai realisasi neto (net realizable value) dalam PSAK 14 atau nilai pakai (value in use) dalam PSAK 48.

Selain itu, untuk pelaporan laporan keuangan, pengukuran nilai wajar dikategorikan kedalam level 1, 2, atau 3 berdasarkan peringkat dimana perhitungan nilai wajar diamati dan signifikansi atas input masukan untuk perhitungan nilai wajar secara keseluruhan, dapat dijelaskan sebagai berikut:

- 1 Input level 1 adalah harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran;
- 2 Input level 2 adalah input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung atau tidak langsung; dan
- 3 Input level 3 adalah input yang tidak dapat diobservasi untuk aset atau liabilitas tertentu.

Laporan arus kas Perusahaan disusun dengan menggunakan metode tidak langsung.

**3. ACCOUNTING POLICIES (continued)**

**b. Basis of Preparation (continued)**

Fair value for measurement and for disclosure purposes in these Company's financial statements is determined on such a basis, except for leasing transactions that are within the scope of PSAK 73, and measurements that have some similarities to fair value but are not fair value, such as net realizable value in PSAK 14 or value in use in PSAK 48.

In addition, for financial reporting purposes, fair value measurements are categorized into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- 1 Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- 2 Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- 3 Level 3 inputs are unobservable inputs for the asset or liability.

The Company's statements of cash flows are prepared using the indirect method.



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**c. Kas dan Setara Kas**

Untuk tujuan penyajian arus kas, kas dan setara kas terdiri dari kas, bank dan semua investasi yang jatuh tempo dalam tiga bulan atau kurang dari tanggal perolehannya dan tidak dijamin serta tidak dibatasi penggunaannya.

**d. Instrumen Keuangan**

**Aset keuangan**

Penerapan PSAK 71 yang mensyaratkan pengaturan instrumen Keuangan terkait klasifikasi dan pengukuran, penurunan nilai atas instrumen aset keuangan dan akuntansi lindung nilai. Entitas mengklasifikasikan aset keuangannya dalam kategori: (i) aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi atau melalui penghasilan komprehensif lain, (ii) aset keuangan yang diukur dengan biaya diamortisasi. Klasifikasi dan pengukuran aset keuangan harus didasarkan pada bisnis model dan arus kas kontraktual - apakah semata dari pembayaran pokok dan bunga. Manajemen menentukan klasifikasi aset keuangan tersebut pada pengakuan awal dan tidak bisa melakukan perubahan setelah penerapan awal tersebut.

Aset keuangan yang diukur dengan biaya diamortisasi pada awalnya diakui sebesar nilai wajarnya ditambah dengan biaya-biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**3. ACCOUNTING POLICIES (continued)**

**c. Cash and Cash Equivalents**

or cash flows presentation purposes, cash and cash equivalents comprise of cash on hand, cash in bank and all unrestricted investments with maturities of three months or less from the date of placement.

**d. Financial Instruments**

**Financial assets**

From 1 January 2020, the Company has applied PSAK 71, which set the requirements in classification and measurement, impairment in value of financial assets and hedging accounting. The Company classifies its financial assets in the following categories: (i) financial assets at fair value through statements of profit or loss or other comprehensive income, (ii) financial assets at amortised cost. Classification and measurement of financial assets are based on business model and contractual cash flows – whether from solely payment of principal and interest. Management determines the classification of its financial assets at initial recognition and cannot change the classification already made at initial application.

Financial assets at amortised cost are recognised initially at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method.

3. KEBIJAKAN AKUNTANSI (lanjutan)

d. Instrumen Keuangan

Aset keuangan (lanjutan)

Penurunan nilai aset keuangan

Pada setiap periode pelaporan, Entitas menilai apakah risiko kredit dari instrument keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Entitas menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian. Dalam melakukan penilaian, Entitas membandingkan antara risiko gagal bayar yang terjadi atas instrumen Keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrument keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha pada saat tanggal pelaporan terkait dengan kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

Entitas menerapkan metode yang disederhanakan untuk mengukur kerugian kredit ekspektasian tersebut terhadap piutang usaha, piutang lain-lain, investasi bersih dalam sewa pembiayaan dan aset kontrak tanpa komponen pendanaan yang signifikan.

3. ACCOUNTING POLICY (continued)

d. Financial Instruments (continued)

Financial assets (continued)

Impairment of financial assets

At each reporting date, the Entity assess whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Entity use the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. To make that assessment, the Entity compare the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and consider reasonable and supportable information, that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions, that is indicative of significant increases in credit risk since initial recognition.

Entity applied a simplified approach to measure such expected credit loss for trade receivables, other receivables, net investment in finance lease and contract assets without significant financing component.



3. KEBIJAKAN AKUNTANSI (lanjutan)

d. Instrumen Keuangan

Liabilitas keuangan (lanjutan)

Tidak terdapat perubahan dalam klasifikasi dan pengukuran liabilitas keuangan.

Liabilitas keuangan dalam lingkup PSAK 71 diklasifikasikan sebagai berikut: (i) liabilitas keuangan yang diukur dengan biaya diamortisasi, (ii) liabilitas keuangan yang diukur dengan nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain. Entitas menentukan klasifikasi liabilitas keuangan mereka pada saat pengakuan awal.

Perseroan memiliki liabilitas keuangan yang diklasifikasikan dalam liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi. Seluruh liabilitas keuangan diakui pada awalnya sebesar nilai wajar dan, dalam hal pinjaman dan utang, termasuk biaya transaksi yang dapat diatribusikan secara langsung dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Amortisasi suku bunga efektif termasuk di dalam biaya keuangan dalam laporan laba rugi interim.

Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi antara lain utang usaha dan utang lain-lain, beban yang masih harus dibayar, pinjaman, sukuk ijarah, utang obligasi dan liabilitas sewa. Liabilitas keuangan diklasifikasikan sebagai liabilitas jangka panjang jika jatuh tempo melebihi 12 bulan dan sebagai liabilitas jangka pendek jika jatuh tempo yang tersisa kurang dari 12 bulan.

3. ACCOUNTING POLICY (continued)

d. *Financial Instruments* (continued)

*Financial liabilities* (continued)

*There are no changes in classification and measurement of financial liabilities.*

*Financial liabilities within the scope of PSAK 71 are classified as follows: (i) financial liabilities at amortized cost, (ii) financial liabilities at fair value through profit and loss (FVTPL) or other comprehensive income (FVOCI). The Company determines the classification of its financial liabilities at initial recognition.*

*The Company has financial liabilities classified into the financial liabilities measured at amortised cost. All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings, inclusive of directly attributable transaction costs and subsequently measured at amortised cost using the effective interest rate method. The amortization of the effective interest rate is included in finance costs in the interim profit or loss.*

*Financial liabilities measured at amortised cost are trade and other payables, accrued expenses, loans, sukuk ijarah, bonds payable and lease liabilities. Financial liabilities are classified as non-current liabilities when the remaining maturity is more than 12 months, and as current liabilities when the remaining maturity is less than 12 months.*

3. KEBIJAKAN AKUNTANSI (lanjutan)

d. Instrumen Keuangan (lanjutan)

Pemberhentian pengakuan atas liabilitas keuangan

Liabilitas keuangan dihentikan pengakuannya jika liabilitas yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluarsa.

Jika suatu liabilitas keuangan yang ada digantikan dengan liabilitas yang lain pada keadaan yang secara substansial berbeda, atau berdasarkan suatu liabilitas yang ada yang secara substansial telah diubah, maka pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru, dan perbedaan nilai tercatat masing-masing diakui dalam laporan laba rugi interim.

Instrumen keuangan disalinghapus

Aset keuangan dan liabilitas Keuangan disalinghapus dan nilai netonya disajikan dalam laporan posisi keuangan interim jika memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak saling hapus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Entitas atau pihak lawan.

3. ACCOUNTING POLICY (continued)

d. Financial Instruments (continued)

Derecognition of financial liabilities

Financial liabilities are derecognised when the obligation under the liability is discharged or cancelled or expired.

Where an existing financial liability is replaced by another liability with substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amount is recognised in the interim statements of profit or loss.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the interim statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Entity or the counterparties.



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**e. Transaksi dengan Pihak Berelasi**

Perusahaan melakukan transaksi dengan pihak berelasi sebagaimana didefinisikan dalam PSAK No. 7 "Pengungkapan Pihak-Pihak Berelasi". Seluruh transaksi yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan yang sama dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan Perusahaan.

**f. Piutang Usaha dan Piutang lain-lain**

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan kemudian diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif, dikurangi dengan penyisihan untuk penurunan nilai. Provisi atas penurunan nilai diestimasi berdasarkan penelaahan manajemen atas kolektibilitas masing-masing saldo piutang pada akhir tahun. Pencatatan penurunan nilai wajar piutang dan kerugian penurunan nilai piutang dihitung dengan metode Individual dengan memperhitungkan diskonto dari arus kas masa depan. Piutang dihapuskan dalam tahun dimana piutang tersebut dipastikan tidak akan tertagih.

Pengelompokan piutang usaha dan piutang lain-lain disajikan yakni: pihak berelasi dan pihak ketiga. Ketentuan terkait dengan pihak berelasi

Piutang usaha dan piutang lain-lain dihentikan pengakuannya ketika hak kontraktual perseroan atas arus kas yang berasal dari piutang tersebut telah kadaluarsa, yaitu ketika aset di transfer dan ketika seluruh risiko dan manfaat atas kepemilikan aset keuangan telah di transfer kepada pihak lain

**3. ACCOUNTING POLICY (continued)**

**e. Transactions with Related Parties**

The Company's enters into transactions with related parties as defined in PSAK No. 7 "Related Party Disclosures". All transactions with related parties, whether or not made at similar terms and conditions as those done with third parties, are disclosed in the Company's financial statements.

**f. Account Receivable and Other Receivable**

Trade and other receivables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method, less allowance for impairment. Provision for impairment is estimated based on management's review of the collectibility of the individual receivables at the end of the year. The recording of impairment in fair value of accounts receivable and impairment loss on receivables is calculated using the Individual method by taking into account any discount on future cash flows. Accounts receivable are written off in the year in which they are determined to be uncollectible

Trade and other receivables are classified as: related parties and third parties. Provisions relating to related parties

Trade and other receivables are derecognized when the company's contractual rights to cash flows from these receivables have expired, that is, when the assets are transferred and when all the risks and rewards of ownership of the financial assets have been transferred to other parties.

**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**g. Penyisihan Penurunan Nilai**

Penyisihan penurunan nilai dibentuk pada saat terdapat bukti obyektif bahwa saldo piutang usaha tidak dapat ditagih. Ketika piutang usaha tidak dapat ditagih piutang tersebut dihapuskan terhadap akun penyisihan, setelah memperoleh persetujuan

**h. Piutang Tak Tertagih**

Piutang pegawai/karyawan jumlah penyisihan dicatat sebagai piutang tak tertagih. Piutang pegawai yang nyata-nyata tidak dapat ditagih karena alasan pegawai yang bersangkutan pensiun/meninggal dunia dan ahli warisnya tidak mampu, pegawai berhenti/diberhentikan dan tidak mampu serta alamatnya tidak jelas serta debitur pailit atau alamatnya tidak jelas, setelah diperhitungkan dengan hak-hak pegawai yang bersangkutan dapat diusulkan untuk dihapusbukukan dan dibebankan sebagai beban lain-lain setelah disetujui usulan penghapusannya

**i. Persediaan**

Persediaan dinyatakan berdasarkan jumlah terendah antara biaya perolehan dan nilai realisasi bersih. Biaya perolehan ditentukan dengan metode rata-rata tertimbang. Nilai realisasi bersih merupakan taksiran harga jual persediaan dikurangi taksiran biaya penyelesaian dan biaya yang diperlukan untuk menjual.

**j. Biaya Dibayar Dimuka**

Biaya dibayar dimuka diamortisasi selama masa manfaat masing-masing biaya dengan metode garis lurus.

**3. ACCOUNTING POLICIES (continued)**

**g. Allowance for Impairment**

An allowance for impairment is provided when there is objective evidence that the trade receivables are not collectible. When trade receivables are uncollectible, they are written off against the allowance account, after obtaining approval

**h. Uncollectible Accounts Receivable**

Receivables from employees / employees. The allowance is recorded as uncollectible accounts. Employee receivables that are clearly uncollectible because the reason the employee concerned has retired / died and his heirs are incapacitated, the employee has stopped / been terminated and is incapacitated and the address is unclear and the debtor is bankrupt or the address is unclear, after being calculated with employee rights the person concerned can be proposed to be written off and charged as other expenses after the proposal for write-off is approved

**i. Inventories**

Inventories are stated at the lower of cost and net realizable value. Cost is determined using the weighted average method. Net realizable value is the estimated selling price in the ordinary course of business less all estimated costs of completion and costs necessary to make the sale.

**j. Prepaid Expenses**

Prepaid expenses are amortized over their beneficial periods using the straight-line method.



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**k. Investasi pada Entitas Asosiasi**

Entitas asosiasi adalah suatu entitas dimana Perusahaan mempunyai pengaruh yang signifikan. Pengaruh signifikan adalah kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional investee tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut. Pengendalian bersama adalah persetujuan kontraktual untuk berbagi pengendalian atas suatu pengaturan, yang ada hanya ketika keputusan tentang aktivitas relevan mensyaratkan persetujuan dengan suara bulat dari seluruh pihak yang berbagi pengendalian.

Penghasilan operasi aset dan liabilitas dari entitas asosiasi digabungkan dalam laporan keuangan Perusahaan interim dicatat dengan menggunakan metode ekuitas, kecuali ketika investasi diklasifikasikan sebagai dimiliki untuk dijual, sesuai dengan PSAK 58, Aset Tidak Lancar yang Dimiliki untuk Dijual dan Operasi yang Dihentikan. Investasi pada entitas asosiasi dicatat di laporan posisi keuangan Perusahaan sebesar biaya perolehan dan selanjutnya disesuaikan untuk perubahan dalam bagian kepemilikan Perusahaan atas aset bersih entitas asosiasi yang terjadi setelah perolehan, dikurangi dengan penurunan nilai yang ditentukan untuk setiap investasi secara individu. Bagian Perusahaan atas kerugian entitas asosiasi yang melebihi nilai tercatat dari investasi (yang mencakup semua kepentingan jangka panjang, secara substansi, merupakan bagian dari Perusahaan dan nilai investasi bersih entitas anak dalam entitas asosiasi) diakui hanya sebatas bahwa Perusahaan telah mempunyai kewajiban hukum atau kewajiban konstruktif atau melakukan pembayaran atas kewajiban entitas asosiasi.

**3. ACCOUNTING POLICIES (continued)**

**k. Investments in Associates**

An associate is an entity over which the Company's has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. A joint venture is arrangement whereby the parties that have joint control of the arrangement have rights to net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The results of operations and assets and liabilities of associates is incorporated in these Company's financial statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is accounted for in accordance with PSAK 58 Non-current Assets Held for Sale and Discontinued Operations. Under the equity method, an investment in an associate or a joint venture is initially recognized in the Company's statement of financial position at cost and adjusted thereafter to recognize the Company's share of the profit or loss and other comprehensive income of the associate. When the Company's share of losses of an associate or a joint venture exceeds the Company's interest in that associate or joint venture (which includes any long-term interests that, in substance, form part of the Company's net investment in the associate), the Company's discontinues recognizing its share of further losses. Additional losses are recognized only to the extent that the Company has incurred legal or constructive obligations or made payments on behalf of the associate.

3. **KEBIJAKAN AKUNTANSI** (lanjutan)

3. **ACCOUNTING POLICIES** (continued)

k. **Investasi pada Entitas Asosiasi**  
(lanjutan)

k. **Investments in Associates** (continued)

Penghasilan operasi dan aset dan liabilitas dari entitas asosiasi digabungkan dalam laporan keuangan Perusahaan interim dicatat dengan menggunakan metode ekuitas, kecuali ketika investasi diklasifikasikan sebagai dimiliki untuk dijual, sesuai dengan PSAK 58, Aset Tidak Lancar yang dimiliki untuk dijual dan Operasi yang dihentikan. Investasi pada entitas asosiasi dicatat di laporan posisi keuangan Perusahaan sebesar biaya perolehan dan selanjutnya disesuaikan untuk perubahan dalam bagian kepemilikan Perusahaan atas aset bersih entitas asosiasi yang terjadi setelah perolehan, dikurangi dengan penurunan nilai yang ditentukan untuk setiap investasi secara individu. Bagian Perusahaan atas kerugian entitas asosiasi yang melebihi nilai tercatat dari investasi (yang mencakup semua kepentingan jangka panjang, secara substansi, merupakan bagian dari Perusahaan dan nilai investasi bersih entitas anak dalam entitas asosiasi) diakui hanya sebatas bahwa Perusahaan telah mempunyai kewajiban hukum atau kewajiban konstruktif atau melakukan pembayaran atas kewajiban entitas asosiasi.

The results of operations and assets and liabilities of associates is incorporated in these Company's financial statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is accounted for in accordance with PSAK 58 Non-current Assets Held for Sale and Discontinued Operations. Under the equity method, an investment in an associate or a joint venture is initially recognized in the Company's statement of financial position at cost and adjusted thereafter to recognize the Company's share of the profit or loss and other comprehensive income of the associate. When the Company's share of losses of an associate or a joint venture exceeds the Company's interest in that associate or joint venture (which includes any long-term interests that, in substance, form part of the Company's net investment in the associate), the Company discontinues recognizing its share of further losses. Additional losses are recognized only to the extent that the Company has incurred legal or constructive obligations or made payments on behalf of the associate.

Investasi pada entitas asosiasi dicatat dengan menggunakan metode ekuitas dari tanggal pada saat *investee* menjadi entitas asosiasi. Setiap kelebihan biaya perolehan investasi atas bagian Perusahaan atas nilai wajar bersih dari aset yang teridentifikasi, liabilitas dan liabilitas kontingen dari entitas asosiasi yang diakui pada tanggal akuisisi, diakui sebagai *goodwill*. *Goodwill* termasuk dalam jumlah tercatat investasi, dan diuji penurunan nilai sebagai bagian dari investasi.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. Any excess of the cost of the acquisition over the Company's share of the net fair value of the identifiable assets, liabilities and contingent liabilities of the investee is recognized as goodwill, which is included within the carrying amount of the investment.



**3. KEBLIJAKAN AKUNTANSI (lanjutan)**

**k. Investasi pada Entitas Asosiasi**  
(lanjutan)

Setiap kelebihan dari kepemilikan Perusahaan dari nilai wajar bersih dari aset yang teridentifikasi, liabilitas dan liabilitas kontingen atas biaya perolehan investasi, sesudah pengujian kembali segera diakui di dalam laba rugi pada periode di mana investasinya diperoleh.

Persyaratan dalam PSAK 55 Instrumen Keuangan: Pengakuan dan Pengukuran, diterapkan untuk menentukan apakah perlu untuk mengakui setiap penurunan nilai sehubungan dengan investasi pada entitas asosiasi. Jika perlu, jumlah tercatat investasi yang tersisa (termasuk *goodwill*) diuji penurunan nilai sesuai dengan PSAK 48, Penurunan Nilai Aset, sebagai suatu aset tunggal dengan membandingkan antara jumlah terpulihkan (mana yang lebih tinggi antara nilai pakai dan nilai wajar dikurangi biaya untuk menjual) dengan jumlah tercatatnya. Rugi penurunan nilai yang diakui pada keadaan tersebut tidak dialokasikan pada setiap aset yang membentuk bagian dari nilai tercatat investasi. Setiap pembalikan dari penurunan nilai diakui sesuai dengan PSAK 48 sepanjang jumlah terpulihkan dari investasi tersebut kemudian meningkat.

Perusahaan menghentikan penggunaan metode ekuitas dari tanggal ketika investasinya berhenti menjadi investasi pada entitas asosiasi atau ketika investasi diklasifikasi sebagai dimiliki untuk dijual. Ketika Perusahaan mempertahankan kepentingan dalam entitas asosiasi terdahulu dan sisa kepentingan adalah aset keuangan, Perusahaan mengukur setiap sisa kepentingan pada nilai wajar pada tanggal tersebut dan nilai wajar dianggap sebagai nilai wajarnya pada saat pengakuan awal sesuai dengan PSAK 55.

**3. ACCOUNTING POLICIES (continued)**

**k. Investments in Associates (continued)**

*Any excess of the Company's share of the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of the acquisition, after reassessment, is recognized immediately in profit or loss in the period in which the investment is acquired.*

*The requirements of PSAK 55, Financial Instruments: Recognition and Measurement, are applied to determine whether it is necessary to recognize any impairment loss with respect to the Company's investment in an associate. When necessary, the carrying amount of the investment (including goodwill) is tested for impairment in accordance with PSAK 48, Impairment of Assets, as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. Any impairment loss recognized forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognized in accordance with PSAK 48 to the extent that the recoverable amount of the investment subsequently increases.*

*The Company discontinues the use of the equity method from the date when the investment ceases to be an associate, or when the investment is classified as held for sale. When the Company retains an interest in the former associate and the retained interest is a financial asset, the Company measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition in accordance with PSAK 55.*

3. KEBIJAKAN AKUNTANSI (lanjutan)

k. Investasi pada Entitas Asosiasi  
(lanjutan)

Selisih antara jumlah tercatat entitas asosiasi pada tanggal metode ekuitas dihentikan penggunaannya, dan nilai wajar setiap investasi yang tersisa dan setiap hasil dari pelepasan bagian kepentingan dalam entitas asosiasi termasuk dalam penentuan keuntungan atau kerugian pelepasan dari entitas asosiasi. Selanjutnya, Perusahaan mencatat seluruh jumlah yang sebelumnya telah diakui dalam penghasilan komprehensif lain yang terkait dengan entitas asosiasi tersebut dengan menggunakan dasar perlakuan yang sama dengan yang disyaratkan jika entitas asosiasi telah melepaskan secara langsung aset dan liabilitas yang terkait. Oleh karena itu, jika keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain oleh entitas asosiasi akan direklasifikasi ke laba rugi pada saat pelepasan dari aset atau liabilitas terkait, Perusahaan mereklasifikasi laba rugi dari ekuitas ke laba rugi (sebagai penyesuaian reklasifikasi) entitas asosiasi ketika metode ekuitas dihentikan penggunaannya.

Perusahaan melanjutkan penerapan metode ekuitas jika investasi pada entitas asosiasi menjadi investasi pada investasi menjadi investasi pada entitas asosiasi. Tidak terdapat pengukuran kembali ke nilai wajar pada saat perubahan kepentingan.

Ketika Perusahaan mengurangi kepemilikannya di entitas asosiasi tetapi Perusahaan terus menggunakan metode ekuitas, Perusahaan mereklasifikasi ke dalam laba rugi proporsi keuntungan atau kerugian yang sebelumnya telah diakui dalam penghasilan komprehensif lain yang berkaitan dengan penurunan kepemilikan (jika keuntungan atau kerugian tersebut akan direklasifikasi ke laba rugi atas pelepasan aset atau liabilitas terkait).

3. ACCOUNTING POLICIES (continued)

k. Investments in Associates (continued)

*The difference between the carrying amount of the associate at the date the equity method was discontinued, and the fair value of any retained interest and any proceeds from disposing of a part interest in the associate is included in the determination of the gain or loss on disposal of the associate. In addition, the Company accounts for all amounts previously recognized in other comprehensive income in relation to that associate on the same basis as would be required if that associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognized in other comprehensive income by that associate would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Company reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) when the equity method is discontinued.*

*The Company continues to use the equity method when an investment in an associate becomes an investment in an investment becomes an investment in an associate. There is no remeasurement to fair value upon such changes in ownership interests.*

*When the Company reduces its ownership interest in an associate but the Company continues to use the equity method, the Company reclassifies to profit or loss the proportion of the gain or loss that had previously been recognized in other comprehensive income relating to that reduction in ownership interest (if that gain or loss would be reclassified to profit or loss on the disposal of the related assets or liabilities).*



3. **KEBIJAKAN AKUNTANSI** (lanjutan)

**k. Investasi pada Entitas Asosiasi**  
(lanjutan)

Ketika Perusahaan melakukan transaksi dengan entitas asosiasi keuntungan dan kerugian yang timbul dari transaksi dengan entitas asosiasi diakui dalam laporan keuangan Perusahaan Perusahaan hanya sepanjang kepemilikan dalam entitas asosiasi yang tidak terkait dengan Perusahaan.

**l. Aset Tetap**

Aset tetap dinyatakan sebesar biaya perolehan (at cost) setelah dikurangi dengan akumulasi penyusutan, kecuali untuk tanah yang tidak disusutkan.

Untuk aset tetap perolehan secara tunai dinilai berdasarkan beban yang dikeluarkan untuk memperoleh aset tetap, seperti harga beli dan seluruh beban yang dikeluarkan hingga aset tersebut siap untuk digunakan dalam kegiatan usaha Perusahaan dengan ketentuan bahwa:

- Potongan pembelian dibukukan sebagai pengurangan biaya perolehan aset tetap, sebagai mana sifatnya yang merupakan pengurangan dalam harga beli;
- Untuk aset tetap yang diperoleh dengan valuta asing dicatat dengan menggunakan kurs pada saat terjadinya transaksi yaitu pada saat penandatanganan kontrak.

Untuk aset tetap yang diperoleh secara kredit, dinilai berdasarkan nilai perolehannya, tetapi bunga atas pembelian kredit dicatat sebagai beban.

3. **ACCOUNTING POLICIES** (continued)

**k. Investments in Associates** (continued)

*When a Company entity transacts with an associate of the Company, profit and losses resulting from the transactions with the associate is recognized in the Company financial statements only to the extent of interests in the associate that is not related to the Company.*

**l. Fixed Assets**

*Fixed assets are stated at cost after deducting accumulated depreciation, except for land that is not depreciated.*

*For fixed assets, cash acquisition is valued based on the expenses incurred to obtain fixed assets, such as the purchase price and all expenses incurred until the asset is ready for use in the Company's business activities provided that:*

- *Purchase deductions are recorded as a reduction in the acquisition cost of fixed assets, as is the nature of a reduction in the purchase price;*
- *For fixed assets obtained with foreign currencies, it is recorded using the exchange rate at the time of the transaction, that is, when signing the contract.*

*For fixed assets acquired on credit, are valued at their acquisition cost, but interest on purchases of credit is recorded as expenses.*

**PERUSAHAAN UMUM (PERUM) DAMRI**  
**CATATAN ATAS LAPORAN KEUANGAN**  
(lanjutan)

Pada tanggal 31 Desember 2020 dan  
Untuk tahun yang berakhir pada tanggal tersebut

(Disajikan dalam Rupiah)

**PERUSAHAAN UMUM (PERUM) DAMRI**  
**NOTES TO THE FINANCIAL STATEMENTS**  
(continued)

As of 31 December 2020 and  
for the year then ended

(Expressed in Rupiah)

**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**1. Aset Tetap (lanjutan)**

Perusahaan telah mengevaluasi dan mengubah estimasi akuntansi berkaitan dengan masa manfaat ekonomis aset tetap alat produksi (Bus/Truk), sesuai dengan Surat Keputusan Direksi Perusahaan Umum (Perum) DAMRI No.SK.005/KU.101/DAMRI-2018 tanggal 24 Desember 2018 tentang Perubahan Estimasi Akuntansi Perum DAMRI terhadap Pola Perhitungan Penyusutan Aset/Aktiva Tetap Alat Produksi. Penyempurnaan Surat Keputusan Direksi No.SK.180/KU.107/DAMRI-2018. Keputusan ini berlaku surut dihitung sejak bulan Januari 2018, sebagai berikut:

**3. ACCOUNTING POLICIES (continued)**

**1. Fixed Assets (continued)**

The Company has evaluated and amended accounting estimates relating to the economic useful lives of fixed assets of production equipment (Buses/Trucks), in accordance with Directors' Decree of Perusahaan Umum (Perum) DAMRI No.SK.005/KU.101/DAMRI-2018 dated 24 December, 2018 concerning Amendment to DAMRI's Accounting Policies Against the Pattern of Calculation of Depreciation of Assets/Fixed Assets of Production Equipment No.SK.180/KU.107/DAMRI-2018. This decree applies retroactively from January 2018, as follows:

| Keterangan/ Description                                                                                                                                      | Masa Manfaat sebelum<br>Perubahan/ Useful Lives<br>before Change<br>SK.180/KU.107/DAMRI-2018 | Masa Manfaat setelah<br>Perubahan/ Useful Lives after<br>Change<br>SK.005/KU.101/DAMRI-2018 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <b>1. Aset Tetap (Alat Produksi)/ Fixed Assets<br/>(Production Tools) :</b>                                                                                  |                                                                                              |                                                                                             |
| <b>a. Bus Baru (Ekonomi &amp; Non Ekonomi)/ New Bus<br/>(Economy &amp; Non Economy)</b>                                                                      |                                                                                              |                                                                                             |
| - Bus Besar/ Big Bus                                                                                                                                         | 8 tahun/ 8 year                                                                              | 10 tahun/ 10 year                                                                           |
| - Bus Medium atau Mini Bus/ Medium Bus<br>or Mini Bus                                                                                                        | 8 tahun/ 8 year                                                                              | 10 tahun/ 10 year                                                                           |
| - Articulated Bus/ Articulated Bus                                                                                                                           | 8 tahun/ 8 year                                                                              | 8 tahun/ 8 year                                                                             |
| <b>b. Bus Baru (Perintis) Bus Medium atau Mini Bus/<br/>New Bus (Pioneer) Medium Bus or Mini Bus</b>                                                         | 8 tahun/ 8 year                                                                              | 8 tahun/ 8 year                                                                             |
| <b>c. Bus Bukan Baru/ Not New Bus</b>                                                                                                                        | 6 tahun/ 6 year                                                                              | 6 tahun/ 6 year                                                                             |
| <b>d. Retrofit/ Rekondisi/ Perbaikan Bus atau Truk/<br/>Retrofit/ Recondition/ Repair of Buses or Trucks/<br/>(Engine Assy/ Compac Engine/ Short Block )</b> | 4 tahun/ 4 year                                                                              | 5 tahun/ 5 year                                                                             |
| <b>2. Perubahan Estimasi Akuntansi/ Changes in<br/>Accounting Estimates</b>                                                                                  |                                                                                              |                                                                                             |
| <b>a. Nilai Buku/ Books Value</b>                                                                                                                            | -                                                                                            | -                                                                                           |
| <b>b. Nilai Residu/ Residual value</b>                                                                                                                       | 5%                                                                                           | 20%                                                                                         |



3. KEBIJAKAN AKUNTANSI (lanjutan)

1. Aset Tetap (lanjutan)

Aset tetap non bus/truk (alat produksi) kecuali tanah disusutkan dengan menggunakan metode garis lurus selama taksiran masa manfaat aset tersebut, sebagai berikut:

| Jenis Aset Tetap/ Types of Fixed Assets   | Masa Manfaat/ Useful Life |
|-------------------------------------------|---------------------------|
| Bangunan/ Building                        | 20 tahun/ 20 year         |
| Kendaraan Dinas/ Vehicles                 | 4 tahun/ 4 year           |
| Mesin-mesin Bengkel/ Workshop Mechaneries | 4 tahun/ 4 year           |
| Suku Cadang/ Spare Parts                  | 4 tahun/ 4 year           |
| Meisn-Mesin Kantor/ Office Mechaneries    | 4 tahun/ 4 year           |
| Inventaris Kantor/ Office Equipment       | 4 tahun/ 4 year           |

Taksiran masa manfaat, nilai residu dan metode penyusutan direviu minimum setiap akhir tahun buku, dan pengaruh dari setiap perubahan estimasi akuntansi diterapkan secara prospektif.

Perusahaan juga menerapkan kebijakan kapitalisasi terhadap biaya yang timbul, yang berkaitan dengan aset tetap, sebagai berikut:

3. ACCOUNTING POLICIES (continued)

1. Fixed Assets (continued)

Fixed assets Non-bus/truck (production equipment) except land depreciated using the straight-line method over the estimated useful lives of the assets, as follows:

The estimated useful lives, residual values and depreciation method are reviewed at least each year end and the effect of any changes in estimate accounted for on a prospective basis.

The Company also applies a capitalization policy to costs incurred, which are related to fixed assets, as follows:

| No. | Uraian/ Description                                   | Non Kapitalisasi/ Non Capitalization                                                                                            |
|-----|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Masa Manfaat/ Benefit Time                            | Kurang Dari 1 tahun/ Less than 1 year                                                                                           |
| 2.  | a. Pembelian/ Purchase                                | Kurang dari Rp 2.000.000 per Unit/ Less than Rp 2,000,000 per unit                                                              |
|     | b. Biaya Perbaikan/ Cost of repairs                   | Kurang dari Rp 2.000.000 per Unit/ Less than Rp 2,000,000 per unit                                                              |
| 3.  | Sifat dan Tujuan/ Nature and Purpose:                 |                                                                                                                                 |
|     | a. Penambahan/ Asset Expansion                        | Tidak Menambah/ Memperluas Aset yang ada/ Not Add/ Expand Existing Assets                                                       |
|     | b. Penggantian/ Replacement                           | Tidak Menambah/ Memperluas/ Not Adding/ Expanding                                                                               |
|     | c. Perbaikan dan Pemeliharaan/ Repair and Maintenance | Perbaikan dan Pemeliharaan menjaga agar Aset Tetap dalam kondisi baik/ Repair and Maintenance Keep the Assets in good condition |
| 4.  | Bunga Pinjaman/ Loan Interest                         | Setelah aset selesai dibangun/ After the Asset is completed                                                                     |

**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**1. Aset Tetap (lanjutan)**

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Biaya-biaya lain yang terjadi selanjutnya yang timbul untuk menambah, mengganti atau memperbaiki aset tetap dicatat sebagai biaya perolehan aset jika dan hanya jika besar kemungkinan manfaat ekonomis di masa depan berkenaan dengan aset tersebut akan mengalir ke entitas dan biaya perolehan aset dapat diukur secara andal.

Aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak ada manfaat ekonomi masa depan yang diharapkan timbul dari penggunaan aset secara berkelanjutan. Keuntungan atau kerugian yang timbul dari pelepasan atau penghentian pengakuan suatu aset tetap ditentukan sebagai selisih antara hasil penjualan dan nilai tercatat aset dan diakui dalam laba rugi.

Aset dalam proses dinyatakan sebesar biaya perolehan atas rekondisi atau rehab aset produksi maupun biaya perolehan atas pengerjaan aset penunjang bangunan. Biaya perolehan tersebut termasuk biaya pinjaman yang terjadi selama masa pembangunan yang timbul dari utang yang digunakan untuk pembangunan aset tersebut. Akumulasi biaya perolehan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat selesai dan siap digunakan.

Pinjaman yang tidak spesifik digunakan untuk perolehan, konstruksi atau produksi aset tertentu, jumlah biaya pinjaman yang dikapitalisasi tertentu terhadap jumlah pengeluaran untuk perolehan aset tersebut. Tingkat kapitalisasi adalah rata-rata tertimbang dari biaya pinjaman terhadap saldo pinjaman terkait selama periode tersebut, tidak termasuk jumlah pinjaman yang spesifik digunakan untuk perolehan aset tertentu lainnya.

**3. ACCOUNTING POLICIES (continued)**

**1. Fixed Assets (continued)**

*The cost of maintenance and repairs is charged to operations as incurred. Other costs incurred subsequently to add to, replace part of, or service of fixed assets, are recognized as asset if, and only if it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.*

*Fixed assets is derecognized upon disposal or when no future economic benefits are expected to arise from the Continued use of the asset. Any gain or loss arising on the disposal or retirement of fixed assets, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss.*

*Construction in progress is stated at the cost of reconditioning or rehabilitating production assets as well as the cost of working on building supporting assets. Construction in progress is transferred to the respective fixed assets account when complete and ready to use. The accumulated costs will be transferred to the respective property, plant and equipment accounts when co*

*For borrowings that are not specific to the acquisition, construction or production of qualifying assets, the amount capitalized is determined by applying a capitalization rate to the expenditures on qualifying asset. The capitalization rate is the weighted average of the borrowing costs applicable to the total outstanding borrowings during the period, excluding borrowings directly attributable to financing of other qualifying assets.*



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**m. Aset tidak lancar tersedia untuk dijual**

Aset tidak lancar yang dimiliki untuk dijual (atau kelompok lepasan) diklasifikasi sebagai dimiliki untuk dijual jika jumlah tercatatnya akan dipulihkan terutama melalui transaksi penjualan daripada melalui pemakaian berlanjut. Kondisi ini dianggap memenuhi hanya ketika aset (atau kelompok lepasan) berada dalam keadaan segera dapat dijual dengan syarat-syarat yang biasa dan umum yang diperlukan dalam penjualan aset (atau kelompok lepasan) tersebut dan penjualannya harus sangat mungkin terjadi. Manajemen harus memiliki komitmen untuk menjual dan penjualan diharapkan untuk diselesaikan dalam waktu satu tahun sejak tanggal klasifikasi.

Aset tidak lancar (atau kelompok lepasan) diklasifikasi sebagai yang dimiliki untuk dijual diukur pada nilai yang lebih rendah antara jumlah tercatat dan nilai wajar setelah dikurangi biaya untuk menjual.

**n. Penurunan Nilai Aset Non Keuangan**

Pada setiap akhir periode pelaporan, Perusahaan menelaah nilai tercatat aset non-keuangan untuk menentukan apakah terdapat indikasi bahwa aset tersebut telah mengalami penurunan nilai. Jika terdapat indikasi tersebut, jumlah terpulihkan dari aset diestimasi untuk menentukan tingkat kerugian penurunan nilai (jika ada). Bila tidak memungkinkan untuk mengestimasi jumlah terpulihkan atas suatu aset individual, Perusahaan mengestimasi jumlah terpulihkan dari unit penghasil kas atas aset.

**3. ACCOUNTING POLICIES (continued)**

**m. Non-current assets held for sale**

*Non-current assets held for sale (or disposal group) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such asset (or disposal group) and its sale is highly probable. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.*

*Non-current assets (or disposal group) classified as held for sale are measured at the lower of their carrying amount and fair value less cost to sell.*

**n. Impairment of Non-Financial Asset**

*At the end of each reporting period, the Company's reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that the assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Company's estimates the recoverable amount of the cash-generating unit to which the asset belongs.*

3. KEBIJAKAN AKUNTANSI (lanjutan)

n. Penurunan Nilai Aset Non Keuangan  
(lanjutan)

Estimasi jumlah terpulihkan adalah nilai tertinggi antara nilai wajar dikurangi biaya pelepasan dan nilai pakai. Dalam menilai nilai pakainya, estimasi arus kas masa depan didiskontokan ke nilai kini menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset yang mana estimasi arus kas masa depan belum disesuaikan.

Jika jumlah yang dapat diperoleh kembali dari aset non-keuangan (unit penghasil kas) kurang dari nilai tercatatnya, nilai tercatat aset (unit penghasil kas) dikurangi menjadi sebesar nilai yang dapat diperoleh kembali dan rugi penurunan nilai diakui langsung ke laba rugi kecuali aset tersebut dicatat sebesar nilai revaluasi, dimana kerugian penurunan nilai diperlakukan sebagai penurunan revaluasi.

Ketika rugi penurunan nilai dipulihkan, nilai tercatat aset (atau unit penghasil kas) meningkat menjadi estimasi yang direvisi dari jumlah terpulihkan, akan tetapi peningkatan nilai tercatat tidak boleh melebihi nilai tercatat yang telah ditentukan dan tidak ada kerugian penurunan nilai yang telah diakui untuk aset (atau unit penghasil kas) di tahun sebelumnya. Pemulihan rugi penurunan nilai segera diakui dalam laba rugi, kecuali aset tersebut dicatat pada nilai revaluasi, dalam hal tersebut pemulihan rugi penurunan nilai diperlakukan sebagai kenaikan revaluasi.

3. ACCOUNTING POLICIES (continued)

n. Impairment of Non-Financial Asset  
(continued)

Estimated recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss has been recognized for the asset (or cash generating unit) in prior years. A reversal of an impairment loss is recognized immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**a. Sewa**

Mulai tanggal 1 Januari 2020, Entitas menerapkan PSAK no. 73 "Sewa", yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai "sewa operasi". Kebijakan ini berlaku untuk kontrak yang disepakati atau diamendemen, pada atau setelah 1 Januari 2020.

Pada tanggal inisiasi suatu kontrak, Entitas menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung, sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasi, Entitas menilai apakah:

- a) Kontrak melibatkan penggunaan suatu aset identifikasi - ini dapat ditentukan secara eksplisit atau implisit dan secara fisik dapat dibedakan atau mewakili secara substansial seluruh kapasitas aset yang secara fisik dapat dibedakan. Jika pemasok memiliki hak substitusi substantif, maka aset tersebut tidak teridentifikasi;
- b) Entitas memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomi dari penggunaan aset selama periode penggunaan; dan

**3. ACCOUNTING POLICIES (continued)**

**a. Leases**

From 1 January 2020, the Entity has adopted PSAK no. 73 "Leases", which sets the requirements for recognition of lease liabilities in relation to leases which had previously been classified as "operating leases". This policy is applied to contracts entered into or amended on or after 1 January, 2020.

At inception of a contract, the Entity assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Entity assesses whether:

- a) The contract involves the use of an identified asset - this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has the substantive substitution right, then the asset is not identified;
- b) The Entity has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and

**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**a. Sewa (lanjutan)**

Entitas memiliki hak untuk mengarahkan penggunaan aset identifikasian. Entitas memiliki hak ini ketika hak pengambilan keputusan yang paling relevan untuk mengubah bagaimana dan untuk tujuan apa aset tersebut digunakan. Dalam kondisi tertentu di mana semua keputusan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya, Entitas memiliki hak untuk mengarahkan penggunaan aset tersebut jika:

- Entitas memiliki hak untuk mengoperasikan aset; atau
- Entitas mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan.

Pada tanggal inisiasi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Entitas mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa.

Pada tanggal permulaan sewa, Entitas mengakui aset-hak guna dan liabilitas sewa. Aset hak guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan,

**3. ACCOUNTING POLICIES (continued)**

**a. Leases (continued)**

*The Entity has the right to direct the use of the identified asset. The Entity has this right when it has the decision making rights that are most relevant to changing how and for what purpose the asset is used. In certain circumstances where all the decisions about how and for what purpose the asset is used are predetermined, The Entity has the right to direct the use of the asset if either.*

- *The Entity has the right to operate the asset; or*
- *The Entity designed the asset in a way that predetermines how and for what purpose the asset will be used.*

*At the inception or on reassessment of a contract that contains a lease component. The Entity allocates the consideration in the contract to each lease component on the basis of the relative stand-alone prices and the aggregate stand-alone price of the non-lease components.*

*The Entity recognises a right-of-use assets and a lease liability at the lease commencement date. The right-of-use assets is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date.*



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**a. Sewa (lanjutan)**

ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman ikremental. Pada umumnya, Entitas menggunakan suku bunga pinjaman ikremental sebagai tingkat bunga diskonto

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa yang meliputi pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa

**3. ACCOUNTING POLICIES (continued)**

**a. Leases (continued)**

*plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.*

*The right-of-use assets is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right -of-use assets or the end of the lease term*

*The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, use the incremental borrowing rate. Generally, the Entity uses its incremental borrowing rate as the discount rate.*

*Lease payments included in the measurement of the lease liability comprise fixed payments, including in-substance fixed payments less any lease incentive receivable.*

**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**a. Sewa (lanjutan)**

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa.

Sewa Jangka Pendek dan Sewa Aset Bernilai-Rendah

Entitas memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang dan sewa atas aset bernilai-rendah. Biaya langsung awal yang dikeluarkan untuk negosiasi dan pengaturan sewa yang ditambahkan dalam nilai tercatat aset sewa dan Entitas mengakui pembayaran sewa terkait dengan sewa ini sebagai beban dengan dasar garis lurus selama masa sewa.

**p. Pendapatan Diterima Dimuka**

Pendapatan diterima dimuka merupakan penerimaan dari pelanggan atas jasa yang akan diberikan. Pendapatan diterima dimuka diakui sebagai pendapatan pada saat jasa diberikan.

**q. Pengakuan Pendapatan dan Beban**

Pendapatan diukur dengan menggunakan nilai wajar imbalan yang diterima atau dapat diterima dalam kegiatan usaha normal Perusahaan. Pendapatan disajikan secara bersih.

**3. ACCOUNTING POLICIES (continued)**

**a. Leases (continued)**

Each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant interest rate on the outstanding balance of the liabilities.

Short-Term Leases and Leases of Low-Value Assets

Leases in which the Entity does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income.

**p. Unearned Revenue**

Unearned revenues represent receipts from customers for services which have not been rendered. Un-earned revenues are recorded as revenues as service is rendered.

**q. Recognition of Income and Expenses**

Revenue is measured using the fair value of the benefits received or received in the normal business activities of the Company. Income is presented in a net manner.



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**q. Pengakuan Pendapatan dan Beban**

Entitas menerapkan PSAK no. 72: Pendapatan dari Kontrak dengan Pelanggan yang berlaku efektif pada atau setelah tanggal 1 Januari 2020. Entitas mensyaratkan pengakuan pendapatan harus memenuhi lima langkah analisa sebagai berikut:

- Identifikasi kontrak dengan pelanggan;
- Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan jasa yang memiliki karakteristik berbeda ke pelanggan;
- Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Entitas membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diteruskannya jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak;
- Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin;

**3. ACCOUNTING POLICIES (continued)**

**q. Recognition of Income and Expenses**

*The Entity has adopted PSAK no. 72: Revenue from Contracts with Customers, effective on or after January 1, 2020. The Entity requires revenue recognition to fulfill five steps of assessment:*

- *Identify contract(s) with a customer;*
- *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer services that are distinct*
- *Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised services to a customer. If the consideration promised in a contract includes a variable amount, the Entity estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised services to a customer less the estimated amount of service level guarantee which will be paid during the contract period;*
- *Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct service promised in the contract. Where these are not directly observable, the relative stand-alone selling prices are estimated based on expected cost-plus margin;*

**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**r. Pengakuan Pendapatan dan Beban  
(lanjutan)**

- Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas jasa tersebut).

Pendapatan bunga dari aset keuangan diakui jika kemungkinan besar manfaat ekonomi akan mengalir ke Perusahaan dan jumlah pendapatan dapat diukur secara andal. Penghasilan bunga diakui pada basis waktu, dengan acuan pada pokok pinjaman dan suku bunga efektif yang berlaku, yang merupakan suku bunga yang secara tepat mendiskontokan estimasi penerimaan kas masa depan selama perkiraan umur aset keuangan untuk memperoleh nilai tercatat aset bersih pada awal pengakuan.

Penghasilan dividen dari investasi saham diakui pada saat hak menerima dividen telah ditetapkan.

Beban diakui pada saat terjadi.

**s. Imbalan Pasca-Kerja**

**(1) Kewajiban Pensiun**

Entitas mengikutsertakan karyawan dalam program Dana Pensiun Lembaga Keuangan (DPLK) yang pengelolaannya diserahkan kepada PT AXA Mandiri Financial Service.

Nilai Liabilitas yang diakui di laporan posisi keuangan merupakan Nilai Kini Liabilitas Imbalan Pasti (NKKIP) pada tanggal laporan posisi keuangan dikurangi nilai wajar aset program imbalan karyawan, disesuaikan dengan biaya jasa lalu dan keuntungan/kerugian aktuarial yang belum diakui.

**3. ACCOUNTING POLICIES (continued)**

**r. Recognition of Income and Expenses  
(continued)**

- Recognize revenue when the performance obligation is satisfied by transferring a promised good or service to a customer (which is when the customer obtains control of that service).

Interest income from a financial asset is recognized when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

Dividend income from investment in shares is recognized when the shareholders' rights to receive such dividend have been established.

Expenses are recognized when incurred.

**s. Post-Employment Benefits**

**(1) Pension Obligations**

Entities enroll employees in the Financial Institution Pension Fund (DPLK) program whose management is handed over to PT AXA Mandiri Financial Service.

The liability recognized in the statement of financial position are the present value of the defined benefit pension plans at the statement of financial position date deducted by the fair value of the employee benefit program assets, adjusted with past service costs and unrecognized actuarial gains/losses.



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**s. Imbalan Pasca-Kerja (lanjutan)**

**(1) Kewajiban Pensiun (lanjutan)**

Liabilitas imbalan pasti dihitung setiap tahun oleh aktuaris independen menggunakan metode *projected unit credit*. Nilai Kini Liabilitas Imbalan Pasti dihitung berdasarkan jumlah imbalan yang telah dihipung (*accrued*) tanggal laporan posisi keuangan dengan memperhitungkan gaji proyeksi pada saat jatuhnya Liabilitas pembayaran.

**(2) Kewajiban paska kerja lainnya**

Entitas menyelenggarakan program imbalan pasca-kerja yang diberikan bagi para karyawan yang telah diputus hubungan kerjanya, berdasarkan Surat Perjanjian Kerja Bersama antara pengusaha dengan Serikat Pekerja tahun 2018.

Prakiraan biaya imbalan pesangon diakru sepanjang masa kerja karyawan dengan menggunakan metodologi akuntansi yang sama dengan metodologi yang digunakan dalam perhitungan program imbalan pasti. Liabilitas ini dinilai setiap tahun oleh aktuaris independen.

**3. ACCOUNTING POLICIES (continued)**

**s. Post-Employment Benefits (continued)**

**(1) Pension Obligations (continued)**

*Defined benefit liabilities are calculated every year by an independent actuary using the projected unit credit method. The Defined Benefit Employee Pension Plan is calculated based on total accrued benefits at the statement of financial position date by calculating projected salaries at the payment maturity date.*

**(2) Other post employment benefit obligation**

*The Entity provides a post-employment benefit program which is given for employees whose employment has terminated, based on based on the 2018 Collective Labor Agreement between the employer and the Worker Union.*

*The expected costs of these benefits are accrued over the period of employment, using an accounting methodology similar to that for defined benefit pension plans. These obligations are valued annually by independent actuaries.*

**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**s. Imbalan Pasca-Kerja (lanjutan)**

Jumlah yang diakui sebagai liabilitas imbalan kerja di laporan posisi keuangan Perusahaan merupakan nilai kini liabilitas imbalan kerja pasti.

**t. Provisi**

Provisi diakui bila Perusahaan memiliki kewajiban kini (baik bersifat hukum maupun konstruktif) sebagai akibat peristiwa masa lalu dan besar kemungkinan Perusahaan diharuskan menyelesaikan kewajiban serta jumlah kewajiban tersebut dapat diestimasi secara andal.

Jumlah diakui sebagai provisi merupakan taksiran terbaik yang diharuskan menyelesaikan kewajiban kini pada akhir periode pelaporan, dengan memperhatikan unsur risiko dan ketidakpastian yang melekat pada kewajiban tersebut. Provisi diukur menggunakan estimasi arus kas untuk menyelesaikan kewajiban kini dengan jumlah tercatatnya sebesar nilai kini dari arus kas tersebut.

Bila beberapa atau keseluruhan dari manfaat ekonomis mengharuskan penyelesaian provisi diharapkan dapat dipulihkan dari pihak ketiga, piutang diakui sebagai aset apabila terdapat kepastian tagihan dapat diterima dan jumlah piutang dapat diukur secara andal.

**u. Aset Tak Berwujud**

Aset tak berwujud Perusahaan terdiri dari biaya pengurusan dan perpanjangan sertifikat HGB. Hak atas tanah diamortisasi sepanjang umur hukum hak, yaitu antara 5 sampai 30 tahun

**3. ACCOUNTING POLICIES (continued)**

**s. Post-Employment Benefits (continued)**

*The amount recognized as the liability for employee benefits in the Company's statements of financial position is the present value of the defined employee benefit obligation.*

**t. Provision**

*Provisions are recognized when the Company's has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company's will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.*

*The amount recognized as a provision is the best estimate of the consideration required to settle the obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.*

*When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.*

**u. Intangible Assets**

*The Company's intangible assets of management fees and extension of the HGB certificate. Land rights are amortized over the life of the legal term, which is between 5 until 30 years.*



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**v. Pajak Penghasilan**

Beban pajak penghasilan merupakan jumlah dari pajak kini dan pajak tangguhan.

Pajak saat terutang berdasarkan laba kena pajak untuk suatu tahun. Laba kena pajak berbeda dari laba sebelum pajak seperti yang dilaporkan dalam laporan laba rugi dan penghasilan komprehensif lain karena pos pendapatan atau beban yang dikenakan pajak atau dikurangkan pada tahun berbeda dan pos-pos yang tidak pernah dikenakan pajak atau tidak dapat dikurangkan. Beban pajak kini Perusahaan ditentukan berdasarkan laba kena pajak dalam periode yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku.

Aset dan liabilitas pajak tangguhan diakui atas konsekuensi pajak periode mendatang yang timbul dari perbedaan jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas. Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak dan aset pajak tangguhan diakui untuk perbedaan temporer yang boleh dikurangkan dan rugi fiskal, sepanjang besar kemungkinan dapat dimanfaatkan untuk mengurangi laba kena pajak pada masa datang.

**3. ACCOUNTING POLICIES (continued)**

**v. Income Tax**

*Income tax expense represents the sum of the tax currently payable and deferred tax.*

*The tax currently payable is based on taxable profit for the year. Taxable profit differs from 'profit before tax' as reported in the Company's statement of profit or loss and other comprehensive income statement because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Company's current tax expense is determined based on the taxable income for the year computed using prevailing tax rates.*

*Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of assets and liabilities and their respective tax bases. Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for deductible temporary differences to the extent that it is probable that taxable income will be available in future periods against which the deductible temporary differences and fiscal losses can be utilized.*

**3. KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN** (lanjutan)

**v. Pajak Penghasilan** (lanjutan)

Pajak tangguhan diakui atas perbedaan temporer antara jumlah tercatat aset dan liabilitas dalam laporan keuangan Perusahaan dengan dasar pengenaan pajak yang digunakan dalam perhitungan laba kena pajak. Liabilitas pajak tangguhan umumnya diakui untuk keseluruhan perbedaan temporer kena pajak. Aset pajak tangguhan umumnya diakui untuk seluruh perbedaan temporer yang dapat dikurangkan sepanjang kemungkinan besar bahwa laba kena pajak akan tersedia sehingga perbedaan temporer dapat dimanfaatkan. Aset dan liabilitas pajak tangguhan tidak diakui jika perbedaan temporer timbul dari pengakuan awal (bukan kombinasi bisnis) dari aset dan liabilitas suatu transaksi yang tidak mempengaruhi laba kena pajak atau laba akuntansi. Selain itu, liabilitas pajak tangguhan tidak diakui jika perbedaan temporer timbul dari pengakuan awal goodwill.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diekspektasikan berlaku dalam periode ketika liabilitas diselesaikan atau aset dipulihkan dengan tarif pajak (dan peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan.

Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara yang Perusahaan ekspektasikan, pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset dan liabilitasnya.

**3. SUMMARY OF SIGNIFICANT  
ACCOUNTING POLICIES** (continued)

**v. Income Tax** (continued)

*Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the Company's financial statements and the corresponding tax bases used in the consumption of taxable profit. Deferred tax liabilities are generally recognized for all taxable temporary differences. Deferred tax assets are generally recognized for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized. Such deferred tax assets and liabilities are not recognized if the temporary differences arise from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognized in the temporary differences arises from the initial recognition of goodwill.*

*Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on the tax rates (and tax laws) that have been enacted, or substantively enacted, by the end of the reporting period.*

*The measurement of deferred tax assets and liabilities reflects the consequences that would follow from the manner in which the Perusahaan expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.*



**3. KEBIJAKAN AKUNTANSI (lanjutan)**

**v. Pajak Penghasilan (lanjutan)**

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir periode pelaporan dan dikurangi jumlah tercatatnya jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan tersebut.

Pajak kini dan pajak tangguhan diakui sebagai beban atau penghasilan dalam laba rugi, kecuali sepanjang pajak penghasilan yang berasal dari transaksi atau kejadian yang diakui, diluar laba rugi, baik dalam penghasilan komprehensif lain maupun secara langsung di ekuitas, dalam hal tersebut pajak juga diakui di luar laba atau rugi atau pada saat perlakuan akuntansi pada bisnis kombinasi. Dalam hal bisnis kombinasi, efek pajak termasuk dalam akuntansi untuk bisnis kombinasi.

Aset dan liabilitas pajak tangguhan saling hapus ketika entitas memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini dan ketika aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas entitas kena pajak yang sama atau entitas kena pajak yang berbeda yang memiliki intensi untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan dimana jumlah signifikan atas aset atau liabilitas pajak tangguhan diharapkan untuk diselesaikan atau dipulihkan.

**3. ACCOUNTING POLICIES (continued)**

**v. Income Tax (continued)**

*The carrying amount of deferred tax asset is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.*

*Current and deferred tax are recognized in profit or loss, except when they relate to items that are recognized in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognized in other comprehensive income or directly in equity respectively. There current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.*

*Deferred tax assets and liabilities are offset when there is legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities when there is an intention to settle its current tax assets and current tax liabilities on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.*

**4. PERTIMBANGAN KRITIS AKUNTANSI  
DAN ESTIMASI AKUNTANSI YANG  
SIGNIFIKAN**

**Sumber Estimasi Ketidakpastian**

Penyusunan laporan keuangan Perusahaan sesuai dengan Standar Akuntansi Keuangan Indonesia mengharuskan manajemen membuat estimasi dan asumsi yang mempengaruhi jumlah tercatat aset dan liabilitas yang dilaporkan dan pengungkapan aset dan liabilitas kontijensi pada tanggal laporan keuangan Perusahaan serta jumlah pendapatan dan beban selama periode pelaporan. Realisasi dapat berbeda dengan jumlah yang diestimasi.

Informasi tentang asumsi utama yang dibuat mengenai masa depan dan sumber utama dari estimasi ketidakpastian lain pada akhir periode pelaporan, yang memiliki risiko signifikan yang mengakibatkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas dalam periode pelaporan berikutnya dijelaskan di bawah ini.

**i. Estimasi Masa Manfaat atas Aset Tetap**

Manajemen mengestimasi masa manfaat aset tetap berdasarkan penggunaan dari aset yang diharapkan dapat didukung dengan rencana dan strategi usaha yang juga mempertimbangkan perkembangan teknologi dimasa depan dan perilaku pasar. Estimasi dari masa manfaat aset tetap adalah berdasarkan penelaahan Perusahaan secara kolektif terhadap praktek industri, evaluasi teknis internal dan pengalaman untuk aset yang sama. Estimasi masa manfaat ditelaah paling sedikit setiap akhir periode pelaporan dan diperbaharui jika ekspektasi berbeda dari estimasi sebelumnya dikarenakan pemakaian dan kerusakan fisik, keusangan secara teknis atau komersial dan hukum atau pembatasan lain atas penggunaan dari aset.

**4. *CRITICAL ACCOUNTING  
JUDGEMENTS AND ESTIMATES***

***Key Sources of Estimation Uncertainty***

*The preparation of the Company financial statements in accordance with Indonesian Financial Accounting Standards requires management to make estimates and assumptions that has an effect to the carrying amount of assets and liabilities and disclosure of contingent liabilities at the date of the Company's financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could be different from those estimates.*

*The key assumptions concerning future and other key sources of estimation at the end of the reporting period, that have the significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.*

***i. Estimated Useful Lives of Fixed Assets***

*Management has estimated the useful lives of fixed assets based on expected asset utilization based on business plans and strategies that also consider expected future technological developments and market behavior. The estimation of the useful lives of fixed assets is based on the Company's collective assessment of industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives are reviewed at least each financial period-end and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limitations on the use of the assets.*



**4. PERTIMBANGAN KRITIS AKUNTANSI  
DAN ESTIMASI AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

Sumber Estimasi Ketidakpastian (lanjutan)

i. Estimasi Masa Manfaat atas Aset Tetap  
(lanjutan)

Tetapi, adalah mungkin, hasil di masa depan dari operasi dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor-faktor yang disebutkan di atas.

ii. Liabilitas Imbalan Pasca Kerja

Beban dari program imbalan pasca kerja dan nilai kini dari kewajiban pensiun ditentukan oleh penilaian aktuaris dengan menggunakan beberapa asumsi diantaranya tingkat diskonto, tingkat pengembalian dana yang diharapkan, tingkat kenaikan kompensasi dan tingkat kematian. Kewajiban imbalan pasca kerja sangat sensitif terhadap perubahan asumsi. Nilai tercatat liabilitas telah diungkapkan dalam Catatan 24.

iii. Penurunan Nilai Piutang

Perusahaan menilai atas penurunan nilai piutang pada setiap tanggal pelaporan. Dalam menentukan apakah rugi penurunan nilai harus dicatat dalam laporan laba rugi, manajemen membuat penilaian apakah terdapat bukti objektif bahwa kerugian telah terjadi. Manajemen juga membuat penilaian atas asumsi untuk memperkirakan jumlah dan waktu arus kas masa depan yang direviu secara berkala untuk mengurangi perbedaan antara estimasi kerugian dan kerugian aktualnya.

**4. CRITICAL ACCOUNTING  
JUDGEMENTS AND ESTIMATES**  
(continued)

Key Sources of Estimation Uncertainty  
(continued)

i. Estimated Useful Lives of Fixed Assets  
(continued)

It is possible, however, that future results of operations could be materially affected by changes in the estimates brought about by changes in the factors mentioned above.

ii. Post-Employment Benefits Obligation

The cost of employee benefits obligation plan and present value of the pension obligation are determined based on actuarial valuation which uses various assumptions such as discount rates, expected rates of return on plan assets, rates of compensation increase and mortality rates. The employee benefits obligation is highly sensitive to changes in the assumptions. The carrying amount of the obligation is disclosed in Note 24.

iii. Impairment Loss Receivables

The Company assesses for impairment of receivables at each reporting date. In determining whether an impairment loss should be recorded in profit or loss, management makes judgment as to whether there is an objective evidence that loss event has occurred. Management also makes judgement on the assumptions for estimating the amount and timing of future cash flows which are reviewed regularly to reduce any difference between estimate and actual loss.

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**5. KAS DAN SETARA KAS**

**5. CASH AND CASH EQUIVALENTS**

|                                           | 2020           | 2019           |                                           |
|-------------------------------------------|----------------|----------------|-------------------------------------------|
| Kas                                       | 3.040.195.519  | 2.743.475.268  | Cash on Hand                              |
| Bank:                                     |                |                | Banks:                                    |
| Pihak Berelasi:                           |                |                | Related parties:                          |
| PT Bank Rakyat Indonesia<br>(Persero) Tbk | 3.095.792.500  | 22.378.056.913 | PT Bank Rakyat Indonesia<br>(Persero) Tbk |
| PT Bank Negara Indonesia<br>(Persero) Tbk | 8.073.734.639  | 25.910.387.023 | PT Bank Negara Indonesia<br>(Persero) Tbk |
| PT Bank Mandiri<br>(Persero) Tbk          | 37.918.611.918 | 27.042.304.401 | PT Bank Mandiri<br>(Persero) Tbk          |
| PT Bank Tabungan Negara<br>(Persero) Tbk  | 59.208.923     | 344.891.942    | PT Bank Tabungan Negara<br>(Persero) Tbk  |
| Jumlah                                    | 49.147.347.980 | 75.675.640.279 | Total                                     |
| Pihak Ketiga:                             |                |                | Third parties:                            |
| PT Bank Bukopin Syariah                   | 248.042.164    | 2.322.096.199  | PT Bank Bukopin Syariah                   |
| PT Bank Pembangunan Daerah                | 1.128.216.185  | 3.520.054.198  | PT Bank Pembangunan Daerah                |
| PT Bank Mega Tbk                          | 654.362.984    | 652.701.195    | PT Bank Mega Tbk                          |
| PT Bank Rakyat Indonesia<br>Syariah       | 1.155.689.458  | 10.529.869     | PT Bank Rakyat Indonesia<br>Syariah       |
| PT Bank Bukopin Tbk                       | 1.096.445.416  | -              | PT Bank Bukopin Tbk                       |
| PT Bank Central Asia Tbk                  | 20.279.926     | 20.840.032     | PT Bank Central Asia Tbk                  |
| PT Bank Muamalat<br>Indonesia Tbk         | 10.349.869     | 114.942.821    | PT Bank Muamalat<br>Indonesia Tbk         |
| PT Bank DKI                               | 1.109.776.363  | 1.625.524.658  | PT Bank DKI                               |
| PT Bank Rakyat Indonesia<br>Agroniaga Tbk | 2.347.888.840  | -              | PT Bank Rakyat Indonesia<br>Agroniaga Tbk |
| PT Bank Rakyat Indonesia<br>Escrow        | 2.550.305.194  | -              | PT Bank Rakyat Indonesia<br>Escrow        |
| Jumlah                                    | 10.321.356.399 | 8.266.688.972  | Total                                     |
| Deposito:                                 |                |                | Deposits:                                 |
| Pihak Berelasi:                           |                |                | Related parties:                          |
| PT Bank Rakyat Indonesia<br>Agroniaga Tbk | 10.000.000.000 | 8.500.000.000  | PT Bank Rakyat Indonesia<br>Agroniaga Tbk |
| PT Bank Tabungan Negara<br>(Persero) Tbk  | 1.365.759.400  | 6.906.167.509  | PT Bank Tabungan Negara<br>(Persero) Tbk  |
| PT Bank Mandiri<br>(Persero) Tbk          | -              | 7.000.000.000  | PT Bank Mandiri<br>(Persero) Tbk          |
| Jumlah                                    | 11.365.759.400 | 22.406.167.509 | Total                                     |



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**5. KAS DAN SETARA KAS (lanjutan)**

**5. CASH AND CASH EQUIVALENTS  
(continued)**

|                                           | 2020                  | 2019                   |                                           |
|-------------------------------------------|-----------------------|------------------------|-------------------------------------------|
| Pihak Ketiga:                             |                       |                        | Third party:                              |
| PT Bank Rakyat Indonesia<br>Agroniaga Tbk | - 37.000.000.000      |                        | PT Bank Rakyat Indonesia<br>Agroniaga Tbk |
| Jumlah                                    | - 37.000.000.000      |                        | Total                                     |
| <b>Jumlah</b>                             | <b>73.874.659.298</b> | <b>146.091.972.029</b> | <b>Total</b>                              |

Tingkat bunga deposito berjangka per tahun:

Interest rate per annum on time deposit:

|                             | 2020        | 2019        |                             |
|-----------------------------|-------------|-------------|-----------------------------|
| Kisaran Suku Bunga Deposito | 5,00%-5,25% | 6,00%-7,50% | Deposit Interest Rate Range |

**6. PIUTANG USAHA**

**6. ACCOUNTS RECEIVABLE**

|                                        | 2020                  | 2019                  |                                  |
|----------------------------------------|-----------------------|-----------------------|----------------------------------|
| Pihak Berelasi                         | 8.101.171.180         | 12.835.973.685        | Related Parties                  |
| Pihak Ketiga                           | 24.965.709.443        | 28.856.103.087        | Third Parties                    |
| Jumlah                                 | 33.066.880.623        | 41.692.076.772        | Total                            |
| Penyisihan Kerugian<br>Penurunan Nilai | (8.765.415.252)       | (6.584.390.572)       | Allowance for<br>Impairment Loss |
| <b>Jumlah</b>                          | <b>24.301.465.371</b> | <b>35.107.686.200</b> | <b>Total</b>                     |

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**6. PIUTANG USAHA (lanjutan)**

**6. ACCOUNTS RECEIVABLE (continued)**

Berdasarkan Debitur:

By Debtor:

|                                           | 2020          | 2019           |                                                 |
|-------------------------------------------|---------------|----------------|-------------------------------------------------|
| Pihak Berelasi:                           |               |                | <i>Related Parties:</i>                         |
| Asosiasi Perusahaan Pelayanan             |               |                | <i>Asosiasi Perusahaan Pelayanan</i>            |
| Pemulangan TKI                            | 2.658.072.000 | 712.251.846    | <i>Pemulangan TKI</i>                           |
| BPTD WILAYAH XIV                          |               |                | <i>BPTD WILAYAH XIV</i>                         |
| PROV. KALBAR                              | 1.201.241.993 | 1.646.319.395  | <i>PROV. KALBAR</i>                             |
| PT Angkasa Pura II (Persero)              | 958.800.000   | 3.746.045.366  | <i>PT Angkasa Pura II (Persero)</i>             |
| DISHUB Batam                              | 404.861.071   | 404.452.374    | <i>DISHUB Batam</i>                             |
| BPTD Wilayah XIII                         |               |                | <i>BPTD Wilayah XIII</i>                        |
| PROV. SULSEL dan SULBAR                   | 403.851.650   |                | <i>- PROV. SULSEL dan SULBAR</i>                |
| Garuda Indonesia                          | -             | 2.274.373.750  | <i>Garuda Indonesia</i>                         |
| Dishub/ Provinsi                          | -             | 1.496.111.652  | <i>Dishub/ Provinsi</i>                         |
| Kemenhub                                  | 573.675.615   | 1.238.800.129  | <i>Kemenhub</i>                                 |
| Lainnya (rata-rata dibawah<br>Rp300 juta) | 1.900.668.851 | 1.317.619.173  | <i>Others (mostly below<br/>Rp 300 million)</i> |
| Jumlah                                    | 8.101.171.180 | 12.835.973.685 | <b>Total</b>                                    |

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**6. PIUTANG USAHA (lanjutan)**

**6. ACCOUNTS RECEIVABLE (continued)**

Berdasarkan Debitur:

By Debtor:

|                            | 2020           | 2019           |                                   |
|----------------------------|----------------|----------------|-----------------------------------|
| Pihak Ketiga:              |                |                | <i>Third Parties:</i>             |
| PT Transportasi Jakarta    | 8.290.760.357  | 7.123.786.756  | <i>PT Transportasi Jakarta</i>    |
| PT Aerotrans (haji)        | 2.965.816.375  | 10.179.841.375 | <i>PT Aerotrans (haji)</i>        |
| PT Daerah Perusahaan       |                |                | <i>PT Daerah Perusahaan</i>       |
| Mitra Patriot              | 1.500.292.300  | 1.254.073.105  | <i>Mitra Patriot</i>              |
| Brunei Darussalam          |                |                | <i>Brunei Darussalam</i>          |
| Agen Pemasaran Sintang     | 992.002.000    | -              | <i>Agen Pinoh/Kris</i>            |
| Perwakilan Paket Djuanda   | 958.100.589    | 976.289.529    | <i>Perwakilan Paket Juanda</i>    |
| Pelanggan Umum Damri Apps  | 856.805.323    | -              | <i>Pelanggan Umum Damri Apps</i>  |
| PT Pos Logistik            | 664.198.379    | 86.000.000     | <i>PT Pos Logistik</i>            |
| Perwakilan Paket Solo      | 441.734.707    | 432.666.707    | <i>Perwakilan Paket Solo</i>      |
| Pelanggan Sewa Bus         | 325.870.000    | -              | <i>Pelanggan Sewa Bus</i>         |
| PT Rizky Jaya              | 316.005.000    | 316.005.000    | <i>PT Rizky Jaya</i>              |
| Agus CK                    | 311.808.000    | 373.078.000    | <i>Agus CK</i>                    |
| General Manager Kupang     | -              | 845.311.500    | <i>General Manager Kupang</i>     |
| General Manager Kafamenanu | -              | 420.400.000    | <i>General Manager Kafamenanu</i> |
| Lainnya (rata-rata dibawah |                |                | <i>Others (average below</i>      |
| Rp300 juta)                | 7.342.316.413  | 6.848.651.115  | <i>Rp 300 million)</i>            |
| Jumlah                     | 24.965.709.443 | 28.856.103.087 | Total                             |

**6. PIUTANG USAHA (lanjutan)**

Piutang usaha timbul atas penyewaan dan atau pemakaian bus oleh pihak ketiga atau pemerintah (perintis) yang pembayarannya dilakukan secara periodik setelah jasa diberikan.

Saldo piutang Subsidi Perintis, Dishub dan Kemenhub tahun 2019 sampai dengan akhir pemeriksaan belum ada realisasi pembayaran.

Penyisihan Penurunan Nilai telah dihitung sesuai dengan SK No. 0362.00/HK.003/SK/00/DU-2020, tanggal 23 Juni 2020.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai atas piutang kepada pihak ketiga adalah cukup. Manajemen juga berpendapat bahwa tidak terdapat risiko yang terkonsentrasi secara signifikan atas piutang kepada pihak ketiga. Tidak diadakan pencadangan kerugian penurunan nilai atas piutang kepada pihak berelasi karena manajemen berpendapat seluruh piutang tersebut dapat ditagih.

Mutasi cadangan kerugian penurunan nilai:

**6. ACCOUNTS RECEIVABLE (continued)**

*Accounts receivable arise from the rent and/or use of buses by third parties or government (pioneer) whose payments are made periodically after the services are provided.*

*The balance of the receivables from Subsidi Perintis, Department of Transportation and Ministry of Transportation in 2019 until the end of the inspection has not been realized.*

*Allowance for Impairment has been calculated in accordance with Decree SK No. 0362.00/HK.003/SK/00/DU-2020, dated 23 June 2020.*

*Management believes that the allowance for impairment losses from third parties is adequate. Management also believes that there are no significant concentrations on credit risk in third party receivable. No allowance for impairment loss was provided on receivables from related parties, as management believes that all such receivables are collectible.*

*Changes in the allowance for impairment loss:*

|                          | 2020          | 2019            |                             |
|--------------------------|---------------|-----------------|-----------------------------|
| Saldo awal               | 6.584.390.572 | 7.968.726.404   | <i>Beginning balance</i>    |
| Penambahan (pengurangan) | 2.181.024.680 | (1.384.335.832) | <i>Addition (deduction)</i> |
| Saldo akhir              | 8.765.415.252 | 6.584.390.572   | <i>Ending balance</i>       |



**7. PIUTANG LAIN-LAIN**

**7. OTHER RECEIVABLES**

|                                        | 2020            | 2019            |                                  |
|----------------------------------------|-----------------|-----------------|----------------------------------|
| Pegawai/ Karyawan                      | 8.058.502.464   | 8.250.121.367   | Employee                         |
| Sewa Gedung,                           |                 |                 | Building Rent,                   |
| Peralatan & lainnya                    | -               | 19.250.000      | Equipment & Others               |
| Lainnya                                | -               | 5.352.458.353   | Others                           |
| Jumlah                                 | 8.058.502.464   | 13.621.829.720  | Total                            |
| Penyisihan kerugian<br>penurunan nilai | (2.631.601.049) | (3.849.978.231) | Allowance for<br>impairment loss |
| Jumlah                                 | 5.426.901.415   | 9.771.851.489   | Total                            |

Manajemen berpendapat bahwa penyisihan penurunan nilai piutang lain-lain adalah cukup untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang.

Management believes that the allowance for impairment of other receivables is sufficient to cover possible losses arising from uncollectible receivables.

Mutasi cadangan kerugian penurunan nilai:

Changes in the allowance for impairment loss:

|             | 2020            | 2019          |                   |
|-------------|-----------------|---------------|-------------------|
| Saldo Awal  | 3.849.978.231   | 4.184.980.702 | Beginning Balance |
| Pengurang   | (1.218.377.182) | (335.002.471) | Deduction         |
| Saldo Akhir | 2.631.601.049   | 3.849.978.231 | Ending Balance    |

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

## 8. PERSEDIAAN

## 8. INVENTORIES

|                                | 2020          | 2019           |                             |
|--------------------------------|---------------|----------------|-----------------------------|
| Suku Cadang                    | 6.427.642.655 | 9.469.604.756  | Spare Parts                 |
| Ban Luar/ Dalam                | 546.819.821   | 1.353.079.364  | Outer/ Inner Tyre           |
| Pelumas                        | 470.611.067   | 699.994.364    | Lubricant                   |
| Suku Cadang AC                 | 434.450.848   | 521.177.859    | Spare Parts AC              |
| Suku Cadang Service/ Perbaikan | 310.784.489   | 512.459.764    | Service/ Repair Spare Parts |
| Alat Tulis Kantor              | 169.704.712   | 200.774.207    | Office Stationery           |
| Karcis Bus                     | 152.482.492   | 158.222.294    | Bus Ticket                  |
| Bahan Pakaian Dinas            | 145.295.000   | 59.277.400     | Uniforms Material           |
| Ban Vulkanisir                 | 91.969.000    | 144.932.000    | Retread Tyre                |
| Jumlah                         | 8.749.760.084 | 13.119.522.008 | Total                       |

Perusahaan tidak mengasuransikan persediaan baik dari kebakaran, banjir dan risiko lainnya untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019. Pihak manajemen berkeyakinan bahwa tidak ada kerugian yang ditimbulkan oleh risiko-risiko tersebut di atas. Selain itu, Perusahaan tidak melakukan penurunan nilai persediaan berdasarkan kondisi fisik dan penempatannya pada tanggal laporan keuangan.

The Company does not insure inventories from fire, flood and other risks for the year ended 31 December, 2020 and 2019. Management believes that there are no losses caused by the risks mentioned above. In addition, the Company does not reduce the value of inventories based on the physical condition and location at the date of the financial statements.

Pada tanggal 31 Desember 2020 dan 2019, tidak ada persediaan yang dijadikan jaminan.

As of 31 December 2020 and 2019, no inventory was used as collateral.

## 9. BIAYA DIBAYAR DIMUKA

## 9. PREPAID EXPENSES

|                                   | 2020        | 2019          |                                      |
|-----------------------------------|-------------|---------------|--------------------------------------|
| Sewa Kantor,<br>Bangunan, Shelter | 50.666.667  | 1.715.637.107 | Offices, Buildings,<br>Shelters Rent |
| Pajak Bumi dan<br>Bangunan (PBB)  | 551.710.050 | 265.212.400   | Land and Building<br>Tax (PBB)       |
| Pajak Kendaraan                   | 136.057.000 | 336.275.596   | Vehicle Tax                          |
| Asuransi Kendaraan                | -           | 329.527.540   | Vehicle Insurance                    |
| Izin Trayek                       | 62.120.000  | 246.618.962   | Route License                        |
| Asuransi Bangunan                 | -           | 696.300.000   | Building Insurance                   |
| Jumlah                            | 800.553.717 | 3.589.571.605 | Total                                |

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**10. UANG MUKA**

**10. ADVANCES**

|                      | 2020           | 2019          |                              |
|----------------------|----------------|---------------|------------------------------|
| Beban usaha Karyawan | 6.324.200.047  | 6.098.399.415 | Operating expenses employees |
| Persediaan           | 1.843.699.138  | 2.647.023.956 | Spare part                   |
| Aset tetap           | -              | 593.699.411   | Fixed assets                 |
| Jaminan Pelaksanaan  | 3.927.194.310  | -             | Executor Guarantee           |
| Jumlah               | 12.095.093.495 | 9.339.122.782 | Total                        |

**11. PERPAJAKAN**

**11. TAXATION**

a. Utang Pajak

a. Taxes Payable

|                               | 2020          | 2019           |                          |
|-------------------------------|---------------|----------------|--------------------------|
| Pajak Pertambahan Nilai       | 904.410.814   | 1.170.432.507  | Value Added Tax          |
| Pajak Penghasilan Pasal 21    | 794.770.589   | 817.664.031    | Income Tax Article 21    |
| Pajak Penghasilan Pasal 22    | 96.350.292    | -              | Income Tax Article 22    |
| Pajak Penghasilan Pasal 23    | 7.705.460     | -              | Income Tax Article 23    |
| Pajak Penghasilan Pasal 29    | -             | 11.620.926.289 | Income Tax Article 29    |
| Pajak Penghasilan Pasal 4 (2) | 2.461.507     | -              | Income Tax Article 4 (2) |
| Jumlah                        | 1.805.698.662 | 13.609.022.827 | Total                    |

b. Manfaat (Beban) Pajak

b. Tax Benefits (Expenses)

Rekonsiliasi antara laba sebelum pajak menurut laporan laba rugi secara komersil dan perhitungan menurut rekonsiliasi, sebagai berikut:

The reconciliation between pre-tax profit according to the commercial income statement and the calculation according to the tax reconciliation is as follows:

|                          | 2020              | 2019            |                              |
|--------------------------|-------------------|-----------------|------------------------------|
| Pajak Kini               |                   |                 | Current tax                  |
| Laba (Rugi)              |                   |                 | Profit (Loss)                |
| sebelum Pajak            | (242.219.934.105) | 47.926.587.376  | before Tax                   |
| Beda Temporer:           |                   |                 | Temporary Difference:        |
| Imbalan Kerja            | (13.302.626.218)  | (6.660.462.886) | Employee Benefit             |
| Jasa Produksi            |                   | 5.713.850.898   | Profit Sharing               |
| Penyisihan Piutang       | 2.181.024.680     |                 | Allowance for Receivable     |
| Penyusutan Aset Tetap    | 41.343.816.718    | 37.981.432.305  | Depreciation of Fixed Assets |
| Penyusutan Aset Hak Guna | 699.591.886       | -               | Depreciation of Right of Use |
| Jumlah                   | 30.921.807.066    | 37.034.820.316  | Total                        |



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11. PERPAJAKAN (lanjutan)

11. TAXATION (continued)

b. Manfaat (Beban) Pajak (lanjutan)

b. Tax Benefits (Expenses) (continued)

|                            | 2020              | 2019             |                             |
|----------------------------|-------------------|------------------|-----------------------------|
| Beda Tetap:                |                   |                  | Fixed Difference:           |
| Jamuan                     |                   |                  | Entertainment for           |
| Tamu/ Relasi               | 2.307.429.784     | 3.552.585.301    | Guest/Relation              |
| Sumbangan                  | 1.382.445.841     | 3.550.988.708    | Donations                   |
| Perayaan Hari Besar        | 1.472.267.774     | 3.221.998.218    | Commemoration Day Event     |
| Administrasi pajak         | 18.217.928        | 80.274.588       | Tax administration          |
| Pajak penghasilan          | 8.909.119.017     | 6.976.814.074    | Income tax                  |
| Bunga Deposito             | 2.022.825.277     | (3.071.841.901)  | Interest Deposit            |
| Administrasi Bank          |                   |                  | Bank Administration         |
| Pendapatan Sewa            | 1.354.266.196     | (1.452.879.344)  | Rent Income                 |
| Penjualan Aktiva Tetap     | -                 | (42.127.837.462) | Sale of Fixed Assets        |
| Jumlah                     | 17.466.571.817    | (29.269.897.818) | Total                       |
|                            | 2020              | 2019             |                             |
| Laba (Rugi) Fiskal sebelum |                   |                  | Fiscal Profit (Loss) before |
| Kompensasi                 |                   |                  | Fiscal Loss                 |
| Rugi Fiskal                | (193.831.555.222) | 55.691.509.875   | Compensation                |
| Akumulasi Laba (Rugi)      |                   |                  | Accumulated Fiscal Profit   |
| Fiskal                     | (193.831.555.222) | 55.691.509.875   | (Loss)                      |
| Penghasilan Kena Pajak     | (193.831.555.000) | 55.691.509.000   | Taxable Income              |
| Tarif Pajak                | 22%               | 25%              | Tax Rate                    |
| Taksiran Pajak             |                   |                  | Estimated                   |
| Penghasilan                | -                 | 13.922.877.250   | Income Tax                  |
| Dikurangi                  |                   |                  | Less                        |
| Pajak dibayar dimuka       |                   |                  | Prepaid taxes               |
| - PPh pasal 23             | -                 | 540.601.977      | Tax Article 23              |
| - PPh pasal 25             | -                 | 1.761.348.984    | Tax Article 25              |
| Pajak penghasilan badan    |                   |                  |                             |
| kurang bayar               | -                 | 11.620.926.289   | Underpayment of income tax  |



## 11. PERPAJAKAN (lanjutan)

### b. Manfaat (Beban) Pajak (lanjutan)

Pada tahun 2018 Perusahaan mengubah estimasi umur ekonomis aset tetap alat produksi yang semula 5 tahun dengan nilai residu 20% menjadi 10 tahun dengan nilai residu 5%, hal ini menyebabkan beda temporer dengan perhitungan pajak. Perhitungan penyusutan secara komersil sebesar Rp 119.088.786.429 dan fiskal sebesar Rp 124.355.537.497 sehingga terjadi beda temporer sebesar Rp 5.266.751.068.

Perhitungan pajak penghasilan (PPh) badan untuk tahun 2020 dan 2019 adalah suatu perhitungan normatif yang dibuat untuk tujuan pelaporan keuangan akhir tahun.

### c. Pajak Tangguhan

Akun ini merupakan jumlah pajak penghasilan terutang untuk periode mendatang sebagai akibat perbedaan temporer kena pajak (PSAK 46).

Perbedaan temporer dari pengakuan beban dan pendapatan antara Perusahaan dengan perpajakan terdiri dari beban penyusutan, beban penyesuaian piutang usaha, jasa produksi, dan imbalan pasca kerja.

Perhitungan kewajiban pajak tangguhan, sebagai berikut:

## 11. TAXATION (continued)

### b. Tax Benefits (Expenses) (continued)

In 2018 the Company changed the estimated economic life of fixed assets of production equipment from 5 years with residual value of 20% to 10 years with residual value of 5%, this causes temporary differences with tax calculations. Commercial depreciation calculations amounted to Rp 119,088,786,429 and fiscal amounted to Rp 124,355,537,497 resulting in temporary differences amounting to Rp 5,266,751,068.

Calculation of corporate income tax (PPh) for 2020 and 2019 is a normative calculation made for the purpose of year-end financial reporting.

### c. Deferred Tax

This account represents the amount of tax income payable for this period as a result of differences in taxable temporary (SFAS 46).

Temporary differences in recognition of expenses and income between the Company and tax authority are; depreciation, allowance for bad debt, profit sharing, and post-employment benefits.

Calculation of deferred tax liabilities is as follows:

| 31 Des 2019/<br>31 Des 2019  | Dibebankan (dikreditkan)<br>ke laporan laba rugi /<br>Charged (credited)<br>to the income statement | Dibebankan ke pendapatan<br>lain Komprehensif /<br>Charged to other compre-<br>hensive income | 31 Des 2020/<br>31 Dec 2020                |
|------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------|
|                              | Tahun<br>berjalan/<br>Current<br>Year                                                               | Tahun<br>berjalan/<br>Current<br>Year                                                         |                                            |
| <b>Pajak tangguhan</b>       |                                                                                                     |                                                                                               | <b>Deferred tax</b>                        |
| Akumulasi Penyusutan         |                                                                                                     |                                                                                               | Akumulasi                                  |
| Aset Tetap (110.508.336.845) | 9.095.639.678 (1.139.442.909)                                                                       | -                                                                                             | (111.552.340.134) depreciation fixed asset |
| Akumulasi Penyusutan         |                                                                                                     |                                                                                               | Akumulasi                                  |
| Aset Hak Guna                | 153.910.215                                                                                         | -                                                                                             | 153.910.215 depreciation right of use      |
| Penyesuaian Piutang          | 3.563.192.337 479.825.430                                                                           | -                                                                                             | 4.043.017.767 Allowance for receivable     |
| Penyesuaian Bonus            | 3.777.555.413 (3.777.555.413)                                                                       | -                                                                                             | - Allowance for Bonus                      |
| Imbalan Pasca Kerja          | 48.787.594.263 2.926.577.766                                                                        | 14.403.568.396 (14.009.078.921)                                                               | 52.108.661.504 Employee benefit            |
| (63.379.994.830)             | 8.878.397.676                                                                                       | 13.264.125.427 (14.009.078.921)                                                               | (51.246.550.648)                           |

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**11. PERPAJAKAN (lanjutan)**

**11. TAXATION (continued)**

c. Manfaat (Beban) Pajak (lanjutan)

c. Tax Benefits (Expenses) (continued)

|                             | 31 Des 2018/<br>31 Dec 2018 | Dibebankan<br>(dikreditkan) ke<br>laporan laba rugi /<br>Charged<br>(credited) to the<br>income statement / | Dibebankan ke<br>pendapatan lain<br>Komprehensif /<br>Charged to<br>other compre-<br>hensive income | 31 Des 2019/<br>31 Dec 2019 |                           |
|-----------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------|---------------------------|
| <b>Aset pajak tangguhan</b> |                             |                                                                                                             |                                                                                                     |                             | <b>Deferred tax asset</b> |
| Akumulasi Penyusutan        |                             |                                                                                                             |                                                                                                     |                             | Accumulated               |
| Aset tetap                  | (129.003.694.919)           | 9.495.338.076                                                                                               | -                                                                                                   | (119.508.336.843)           | depreciation fixed asset  |
| Penyisihan Piutang          | 3.563.192.337               | -                                                                                                           | -                                                                                                   | 3.563.192.337               | Allowance for receivable  |
| Penyisihan Bonus            | 2.349.092.689               | 1.428.462.724                                                                                               | -                                                                                                   | 3.777.555.413               | Allowance for Bonus       |
| Imbalan Pasca Kerja         | 50.452.709.984              | (1.665.115.721)                                                                                             | -                                                                                                   | 48.787.594.263              | Employee benefit          |
|                             | (72.638.699.909)            | 9.258.705.079                                                                                               | -                                                                                                   | (63.379.994.830)            |                           |

**12. ASET PROGRAM**

**12. PLAN ASSETS**

Pada tanggal 27 Januari 2020 perusahaan mengalihkan aset program melalui perjanjian novasi No. 04/05/AMFS-DPLK/PPUKP.2020 tentang pengelolaan dana program pension untuk kompensasi pesangon (PPUKP) antara DPLK PT Bank Mandiri Tbk, DPLK PT Axa Mandiri Financial Service dan Perusahaan Umum DAMRI.

On 27 January 2020 the company transferred program assets through the novation agreement No. 04/05 / AMFS-DPLK / PPUKP.2020 regarding the management of pension program funds for severance pay compensation (PPUKP) between DPLK PT Bank Mandiri Tbk, DPLK PT Axa Mandiri Financial Service and DAMRI Public Company.

Perusahaan telah menempatkan dana ke Dana Pensiun Lembaga Keuangan PT Axa Mandiri untuk pembayaran Program Pensiun, sebagai berikut

The Company has placed funds into Financial Institution Pension Fund PT Axa Mandiri for payment of the Pension Program, as follows

|                               | 2020           | 2019           |                                       |
|-------------------------------|----------------|----------------|---------------------------------------|
| Penempatan Dana:              |                |                | <i>Funds Placement:</i>               |
| Penempatan Dana Pensiun       | 24.700.000.000 | 70.200.000.000 | <i>Pension Fund Deposit</i>           |
| Hasil Penempatan Dana Pensiun | 77.359.255     | 393.561.466    | <i>Profit of Pension Fund Deposit</i> |
| Sub jumlah                    | 26.751.468.544 | 70.593.561.466 | <i>sub total</i>                      |
| Dikurangi:                    |                |                | <i>Less:</i>                          |
| Pembayaran Manfaat Pensiun    | 25.743.970.855 | 68.619.452.177 | <i>Pension Benefit Payment</i>        |
| Jasa Pengelolaan              | -              | -              | <i>Management Fee</i>                 |
| Sub jumlah                    | 25.743.970.855 | 68.619.452.177 | <i>Sub total</i>                      |
| Jumlah                        | 1.007.497.689  | 1.974.109.289  | <i>Total</i>                          |



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**13. ASET TETAP**

**13. FIXED ASSETS**

| 2020                    |                                         |                                 |                                   |                                   |                                       |                             |
|-------------------------|-----------------------------------------|---------------------------------|-----------------------------------|-----------------------------------|---------------------------------------|-----------------------------|
|                         | Saldo Awal/<br><i>Beginning balance</i> | Penambahan/<br><i>Additions</i> | Pengurangan/<br><i>Deductions</i> | Penyesuaian/<br><i>Adjustment</i> | Saldo Akhir/<br><i>Ending Balance</i> |                             |
| <b>Harga Perolehan:</b> |                                         |                                 |                                   |                                   |                                       | <b>Acquisition Cost:</b>    |
| <b>Aset Tetap</b>       |                                         |                                 |                                   |                                   |                                       | <b>Fixed Assets</b>         |
| Tanah                   | 19.531.593.720                          | -                               | -                                 | -                                 | 19.531.593.720                        | Land                        |
| Bangunan                | 48.821.049.412                          | 1.366.177.068                   | -                                 | -                                 | 50.187.226.480                        | Building                    |
| Bus                     | 2.232.279.977.966                       | 39.147.276.625                  | 63.068.803.791                    | -                                 | 2.208.358.450.800                     | Bus                         |
| Truk                    | 36.741.440.259                          | -                               | 806.158.281                       | -                                 | 35.935.281.978                        | Truck                       |
| Kendaraan Dinas         | 20.026.623.537                          | 280.421.000                     | 2.471.000                         | -                                 | 20.304.573.537                        | Vehicle                     |
| Mesin                   |                                         |                                 |                                   |                                   |                                       | Workshop                    |
| Bengkel                 | 6.622.359.002                           | 131.118.740                     | -                                 | -                                 | 6.753.477.742                         | Machineries                 |
| Suku Cadang             | 7.832.847.368                           | 10.000.000                      | -                                 | -                                 | 7.842.847.368                         | Spare Part                  |
| Peralatan               |                                         |                                 |                                   |                                   |                                       | Office                      |
| Kantor                  | 8.696.464.496                           | 394.726.288                     | -                                 | -                                 | 9.091.190.784                         | Equipment                   |
| Inventaris              |                                         |                                 |                                   |                                   |                                       | Office                      |
| Kantor                  | 18.107.866.321                          | 1.189.737.356                   | 32.173.000                        | -                                 | 19.265.430.677                        | Inventories                 |
| <b>Aset Hak Guna</b>    |                                         |                                 |                                   |                                   |                                       | <b>Rights of use Assets</b> |
| Kendaraan               | -                                       | 2.352.685.564                   | -                                 | -                                 | 2.352.685.564                         | Vehicle                     |
| Bangunan                | -                                       | 136.445.993                     | -                                 | -                                 | 136.445.993                           | Building                    |
| Subjumlah               | 2.398.660.222.081                       | 45.008.588.634                  | 63.909.606.072                    | -                                 | 2.379.759.204.643                     | Subtotal                    |
| <b>Akumulasi</b>        |                                         |                                 |                                   |                                   |                                       | <b>Accumulated</b>          |
| <b>Penyusutan:</b>      |                                         |                                 |                                   |                                   |                                       | <b>Depreciation:</b>        |
| <b>Aset Tetap</b>       |                                         |                                 |                                   |                                   |                                       | <b>Fixed Assets</b>         |
| Bangunan                | 25.624.295.712                          | 2.215.458.305                   | -                                 | -                                 | 27.839.754.017                        | Building                    |
| Bus                     | 1.244.481.879.402                       | 130.932.834.579                 | 53.595.910.228                    | -                                 | 1.321.818.803.753                     | Bus                         |
| Truk                    | 30.692.057.729                          | 198.477.647                     | 765.850.359                       | -                                 | 30.124.685.017                        | Truck                       |
| Kendaraan               | 16.534.487.879                          | 1.162.041.531                   | -                                 | -                                 | 17.696.529.410                        | Vehicle                     |
| Mesin                   |                                         |                                 |                                   |                                   |                                       | Workshop                    |
| Bengkel                 | 6.056.005.020                           | 225.565.369                     | -                                 | -                                 | 6.281.570.389                         | Machineries                 |
| Suku Cadang             | 5.749.291.421                           | 557.871.046                     | -                                 | -                                 | 6.307.162.467                         | Spare Part                  |
| Peralatan               |                                         |                                 |                                   |                                   |                                       | Office                      |
| Kantor                  | 6.840.075.765                           | 598.628.729                     | -                                 | -                                 | 7.438.704.494                         | Equipment                   |
| Inventaris              |                                         |                                 |                                   |                                   |                                       | Office                      |
| Kantor                  | 14.274.342.233                          | 1.297.192.743                   | 5.060.050                         | -                                 | 15.566.474.926                        | Inventories                 |
| <b>Aset Hak Guna</b>    |                                         |                                 |                                   |                                   |                                       | <b>Rights of use assets</b> |
| Kendaraan               | -                                       | 654.109.888                     | -                                 | -                                 | 654.109.888                           | Vehicle                     |
| Bangunan                | -                                       | 45.481.998                      | -                                 | -                                 | 45.481.998                            | Building                    |
| Subjumlah               | 1.350.252.435.161                       | 137.887.661.835                 | 54.366.820.637                    | -                                 | 1.433.773.276.359                     | Subtotal                    |
| Nilai Buku              | 1.048.407.786.920                       |                                 |                                   |                                   | 945.985.928.283                       | Book Value                  |

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Untuk tahun yang berakhir pada tanggal tersebut

**PERUSAHAAN UMUM (PERUM) DAMRI**  
**NOTES TO THE FINANCIAL STATEMENTS**  
(continued)

As of 31 December 2020 and  
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(Disajikan dalam Rupiah)

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**13. ASET TETAP (lanjutan)**

**13. FIXED ASSETS (continued)**

| 2019                         |                                  |                          |                            |                            |                                |                                  |
|------------------------------|----------------------------------|--------------------------|----------------------------|----------------------------|--------------------------------|----------------------------------|
|                              | Saldo Awal/<br>Beginning balance | Penambahan/<br>Additions | Pengurangan/<br>Deductions | Penyesuaian/<br>Adjustment | Saldo Akhir/<br>Ending Balance |                                  |
| <b>Harga Perolehan:</b>      |                                  |                          |                            |                            |                                | <b>Acquisition Cost:</b>         |
| <b>Aset tetap</b>            |                                  |                          |                            |                            |                                | <b>Fixed Assets</b>              |
| Tanah                        | 19.303.828.720                   | 351.400.000              | 123.635.000                | -                          | 19.531.593.720                 | Land                             |
| Bangunan                     | 46.873.531.819                   | 3.211.338.608            | 1.263.821.015              | -                          | 48.821.049.412                 | Building                         |
| Bus                          | 2.063.337.265.048                | 208.833.438.178          | 39.890.725.260             | -                          | 2.232.279.977.966              | Bus                              |
| Truk                         | 36.730.687.859                   | 236.800.000              | 226.047.600                | -                          | 36.741.440.259                 | Truck                            |
| Kendaraan                    | 19.494.595.847                   | 532.027.690              | -                          | -                          | 20.026.623.537                 | Vehicle                          |
| Mesin                        |                                  |                          |                            |                            |                                | Workshop                         |
| Bengkel                      | 6.478.082.630                    | 144.816.372              | 540.000                    | -                          | 6.622.359.002                  | Machineries                      |
| Suku Cadang                  | 7.133.690.079                    | 770.870.289              | 71.713.000                 | -                          | 7.832.847.368                  | Spare Part                       |
| Peralatan                    |                                  |                          |                            |                            |                                | Office                           |
| Kantor                       | 7.588.234.464                    | 1.251.145.420            | 142.915.388                | -                          | 8.696.464.496                  | Equipment                        |
| Inventaris                   |                                  |                          |                            |                            |                                | Office                           |
| Kantor                       | 16.516.484.778                   | 1.591.381.543            | -                          | -                          | 18.107.866.321                 | Inventories                      |
| Jumlah                       | 2.223.456.401.244                | 216.923.218.100          | 41.719.397.263             | -                          | 2.398.660.222.081              | Total                            |
| <b>Akumulasi Penyusutan:</b> |                                  |                          |                            |                            |                                | <b>Accumulated Depreciation:</b> |
| <b>Aset tetap</b>            |                                  |                          |                            |                            |                                | <b>Fixed Assets</b>              |
| Bangunan                     | 23.694.709.021                   | 2.240.959.894            | 187.100.000                | (124.273.203)              | 25.624.295.712                 | Building                         |
| Bus                          | 1.156.992.744.168                | 127.379.860.494          | 39.890.725.260             | -                          | 1.244.481.879.402              | Bus                              |
| Truk                         | 30.912.447.329                   | 5.658.000                | 226.047.600                | -                          | 30.692.057.729                 | Truck                            |
| Kendaraan                    | 15.287.155.052                   | 1.314.206.554            | -                          | (66.873.727)               | 16.534.487.879                 | Vehicle                          |
| Mesin                        |                                  |                          |                            |                            |                                | Workshop                         |
| Bengkel                      | 5.813.089.183                    | 224.280.005              | 125.000                    | 18.760.832                 | 6.056.005.020                  | Machineries                      |
| Suku Cadang                  | 5.146.714.183                    | 543.217.319              | 7.562.500                  | 66.922.419                 | 5.749.291.421                  | Spare Part                       |
| Peralatan                    |                                  |                          |                            |                            |                                | Office                           |
| Kantor                       | 6.116.829.300                    | 574.590.088              | -                          | 148.656.377                | 6.840.075.765                  | Equipment                        |
| Inventaris                   |                                  |                          |                            |                            |                                | Office                           |
| Kantor                       | 12.951.641.328                   | 1.289.350.916            | 6.110.995                  | 39.460.984                 | 14.274.342.233                 | Inventories                      |
| Jumlah                       | 1.256.915.329.564                | 133.572.123.270          | 40.317.671.355             | 82.653.682                 | 1.350.252.435.161              | Total                            |
| Nilai Buku                   | 966.541.071.680                  |                          |                            |                            | 1.048.407.786.920              | Book Value                       |



(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**13. ASET TETAP (lanjutan)**

**13. FIXED ASSETS (continued)**

Pada tanggal 16 Februari 2021 perusahaan melakukan penilaian ulang atas nilai wajar 66 unit bis Zhongtong cabang SBU Transjakarta Koridor 1 & 8, dengan jasa penilai independen. Dimana hasil perhitungan nilai wajar appraisal menurut KJPP Susanto Salman & Rekan No. 00003/2.0158-00/PP/11/0519/1/II/21 atas 66 unit bus tersebut sebesar Rp 4.402.944.000.

On 16 February 2021, the company the fair value of 66 units of Zhongtong buses, SBU Transjakarta Koridor 1 & 8 branches, with independent appraisal services. Where the results of the calculation of the fair value valuation according to KJPP Susanto Salman & Partners No. 00003 / 2.0158-00 / PP / 11/0519/1 / II / 21 for the 66 bus units of Rp 4,402,944,000.

Perhitungan ulang nilai wajar 66 unit bus didasari pada berakhirnya Kontrak Kerjasama Investor dan Operator Bus untuk SBU Transjakarta Koridor 1&8 No. 212/PJ-PT.TJ.I/2019 tanggal 11 Januari 2021.

The company reassesses of the fair value of 66 bus units is based on the termination of the Cooperation Contract between Investors and Bus Operators for SBU Transjakarta Corridors 1 & 8 No. 212/PJ-PT.TJ.I/2019 dated 11 January 2021.

Pada tahun 2019, Perusahaan melakukan penjualan tanah yang berlokasi di Jalan Raya Percetakan Kota Jayapura Papua, seluas 2.417 m2 kepada Yayasan BUMN Hadir untuk Negeri dengan harga sebesar Rp. 41.183.000.000.

In 2019, the Company sold 2,417 sqm of its land located in Jalan Raya Percetakan Kota Jayapura Papua, to the Yayasan BUMN Hadir untuk Negeri amounting to Rp. 41,183,000,000.

Beban penyusutan dialokasikan sebagai berikut:

Depreciation expenses were allocated to the following:

|                                | 2020            | 2019            |                                     |
|--------------------------------|-----------------|-----------------|-------------------------------------|
| Beban operasional (Catatan 29) |                 |                 | Operating expenses (Note 29)        |
| Aset produksi                  | 131.131.312.227 | 127.385.518.494 | Production assets                   |
| Beban umum dan administrasi    |                 |                 | General and administrative expenses |
| Aset penunjang                 | 6.056.757.722   | 6.186.604.776   | Supporting assets                   |
| Aset hak guna                  | 699.591.886     | -               | Rights of use assets                |
| Jumlah                         | 137.887.661.835 | 133.572.123.270 | Total                               |

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**14. INVESTASI PADA ENTITAS ASOSIASI**      **14. INVESMENT IN ASSOCIATE**

|                     |                                                                             |            | Persentase<br>Tempat Kepemilikan/<br>Kedudukan/<br>Percentage<br>of Ownership | 2020        | 2019        |
|---------------------|-----------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------|-------------|-------------|
|                     | Bidang Usaha/<br>Main Business                                              |            |                                                                               |             |             |
| PT Jogja Tugu Trans | Pengelolaan Sistem Transportasi/<br>Management of the Transportation System | Yogyakarta | 10,55                                                                         | 319.000.000 | 319.000.000 |
| Jumlah/ Total       |                                                                             |            |                                                                               | 319.000.000 | 319.000.000 |

**15. ASET DALAM PROSES**

**15. ASSETS IN PROGRESS**

|                | 2020          | 2019          |                      |
|----------------|---------------|---------------|----------------------|
| Alat Produksi  | 2.672.870.912 | 4.911.004.684 | Production Equipment |
| Alat Penunjang | 1.497.875.746 | 1.828.180.432 | Supporting Equipment |
| Jumlah         | 4.170.746.658 | 6.739.185.116 | Total                |

Aset dalam proses alat produksi merupakan penyelesaian perbaikan *body*, yang tersebar diseluruh cabang Perusahaan Umum (Perum) DAMRI.

*Assets in the process of production equipment are the completion of body repairs, which are scattered throughout brances Perusahaan Umum (Perum) DAMRI.*

**16. ASET LAIN-LAIN**

**16. OTHER ASSETS**

|                                                  | 2020          | 2019          |                                      |
|--------------------------------------------------|---------------|---------------|--------------------------------------|
| Tanah Sengketa                                   | 546.541.000   | 546.541.000   | Disputed Land                        |
| Hak atas tanah – bersih                          | 394.259.210   | 418.339.871   | Building Rights – net                |
| Jaminan Tender                                   | -             | 1.129.742.016 | Guarantee of Tender                  |
| Uang Wajib Tahunan Otorita (UWTO) Batam - bersih | 93.265.117    | 108.803.764   | Land Lease to Batam Authority- net   |
| Persediaan yang akan dihapuskan                  | 883.936.267   | -             | Inventories that will be written off |
| Piutang Pasif                                    | -             | 236.446.201   | Passive Receivables                  |
| Jumlah                                           | 1.918.001.594 | 2.439.872.852 | Total                                |



(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**16. ASET LAIN-LAIN (lanjutan)**

Berikut ini penjelasan atas aset lain-lain:

**1) Tanah Sengketa**

Tanah sengketa merupakan saldo tanah yang masih bermasalah dengan pihak ketiga per 31 Desember 2020 dan 2019, sebagai berikut:

|                          | Luas (m2)/<br>Area (m2) | 2020        | 2019        |                              |
|--------------------------|-------------------------|-------------|-------------|------------------------------|
| Pool DAMRI Kemayoran     | 12.230                  | 419.641.000 | 419.641.000 | DAMRI's pool in<br>Kemayoran |
| Stasiun DAMRI Biak       | 7.500                   | 112.500.000 | 112.500.000 | DAMRI's station in Biak      |
| Jl. Sosa Monyet, Mataram | 960                     | 14.400.000  | 14.400.000  | Jl. Sosa Monyet, Mataram     |
| Jumlah                   |                         | 546.541.000 | 546.541.000 | Total                        |

**a). Tanah Pool Kemayoran**

Bahwa tanah Pool Kemayoran merupakan tanah Eigendom Verponging No. 20499 dan sudah dicatat dalam inventaris aset tetap milik Perusahaan Umum (Perum) DAMRI dengan luas 12.230 M<sup>2</sup> berdasarkan Surat Penetapan Menteri Keuangan No. 40/KMK.011/1987 tanggal 24 Januari 1987 dan Pengesahan Menteri Perhubungan RI No.138/KU.404/ PHB-86 tanggal 10 September 1986, sesuai surat dari Direksi Pelaksanaan Pengendalian Pembangunan Komplek Kemayoran (DP3KK) tanggal 26 Mei 1990, tanah yang dipakai Perusahaan Umum (Perum) DAMRI di Jl. Angkasa No.17B Kemayoran tersebut akan diruislag oleh DP3KK dan proses pelaksanaannya telah terbentuk tim ruislag antara Perusahaan Umum (Perum) DAMRI dan DP3KK dan ruislagnya sudah mendapat persetujuan Menteri Keuangan RI, namun sampai saat ini belum direalisasikan oleh DP3KK.

**16. OTHER ASSETS (continued)**

The following is an explanation of other assets:

**1) Disputed Land**

The disputed land is land balance which still has problems with third parties as of 31 December, 2020 and 2019, as follows:

**a). Land Kemayoran Pool**

The land Kemayoran Pool is the land registered as Eigendom Verponging No. 20499 and has been recorded in the inventory of fixed assets belonging to Perusahaan Umum (Perum) DAMRI with land area of 12,230 sqm based on the Decree of the Minister of Finance No. 40/KMK.011/1987 dated 24 January 1987 and Ratification of the Minister of Transportation of the Republic of Indonesia No.138/KU.404/PHB-86 dated 10 September, 1986, according to a letter from the Board of Directors of the Construction Implementation of Kemayoran Complex (DP3KK) dated 26 May 1990, land used by Perusahaan Umum (Perum) DAMRI at Jl. Angkasa No.17B Kemayoran will be taken over by DP3KK and the implementation process has been formed by the dispatch team between Perusahaan Umum (Perum) DAMRI and DP3KK and the bill has received approval from the Minister of Finance of the Republic of Indonesia, but DP3KK has not yet realized it.

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**16. ASET LAIN-LAIN (lanjutan)**

**1) Tanah Sengketa (lanjutan)**

**b). Tanah di Stasiun Perusahaan Umum  
(Perum) DAMRI Biak**

Bahwa tanah tersebut berdasarkan inventarisasi aset sudah tercatat dalam inventaris aset milik Perusahaan Umum (Perum) DAMRI dengan luas 7.500 m<sup>2</sup> berdasarkan Penetapan Surat Menteri Keuangan No. 40 tanggal 24 Januari 1987 dan Pengesahan Menteri Perhubungan RI No.139/KU.404/PHB-86 tanggal 10 september 1986, asal tanah tersebut merupakan sewa dari Orang Belanda yang bernama J. Van Tongeren dari tahun 1964 setelah Irian Barat merdeka.

**c). Tanah Jl. Sosa Monyet, Mataram – NTB**

Tanah Jl. Sosa Monyet Mataram sudah tercatat dalam aset Perusahaan Umum (Perum) DAMRI berdasarkan Penetapan Surat Menteri Keuangan RI No. 40 tanggal 24 Januari 1987 dan Pengesahan Menteri Perhubungan RI No.138/KU.404/PHB-86 tanggal 10 September 1986 dengan luas 960 m<sup>2</sup>, dengan 4 (empat) unit rumah dinas. Pada tahun 1977 Perusahaan Umum (Perum) DAMRI membeli tanah tersebut dari Yayasan Kas Pembangunan Daerah Tingkat I Nusa Tenggara Barat, tanah tersebut sekarang sudah beralih kepemilikannya kepada pihak lain karena adanya jual beli yang dilakukan oleh Pegawai DAMRI Mataram yang pada waktu itu menempati rumah dinas milik Perusahaan Umum (Perum) DAMRI, sehingga rumah dinas tersebut saat ini sudah ditempati dan dikuasai oleh orang lain.

**16. OTHER ASSETS (continued)**

**1) Disputed Land (continued)**

**b). Land at Perusahaan Umum (Perum)  
DAMRI's station in Biak**

The land has been recorded in the inventory of assets owned by Perusahaan Umum (Perum) DAMRI with an area of 7,500 sqm based on Decree of the Minister of Finance No. 40 dated 24 January, 1987 and Ratification from the Ministry of Transportation of the Republic of Indonesia No.139/KU.404/PHB-86 dated 10 September 1986, provided that the land was originally leased from a Dutchman named J. Van Tongeren from 1964 after independence from West Irian.

**c). Tanah Jl. Sosa Monyet, Mataram – NTB**

The land at Jl. Sosa Monyet, Mataram - NTB has been recorded in Perusahaan Umum (Perum) DAMRI assets based on Decree of the Minister of Finance of the Republic of Indonesia No. 40 dated 24 January, 1987 and Ratification of the Minister of Transportation of the Republic of Indonesia No.138/KU.404/PHB-86 dated 10 September, 1986 with an area of 960 sqm, with 4 (four) official housing units. In 1977 Perusahaan Umum (Perum) DAMRI bought the land from Yayasan Kas Pembangunan Daerah Tingkat I Nusa Tenggara Barat, which now has changed its ownership to another party due to the sale and purchase carried out by DAMRI Mataram's employees who at that time occupied the house owned by Perusahaan Umum (Perum) DAMRI, so that the house is currently being occupied by other people.



(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**16. ASET LAIN-LAIN (lanjutan)**

**16. OTHER ASSETS (continued)**

**2) Hak Guna Bangunan (HGB)**

**2) Building Rights**

Merupakan biaya yang diamortisasi selama 20 tahun, sebagai berikut:

*The Building right represent cost, amortized for 20 years, as follows:*

|                      | 2020         | 2019         |                                 |
|----------------------|--------------|--------------|---------------------------------|
| Aset Tidak Berwujud  | 481.613.214  | 481.613.214  | <i>Intangible Assets</i>        |
| Akumulasi Amortisasi | (87.354.004) | (63.273.343) | <i>Accumulated Amortization</i> |
| Jumlah               | 394.259.210  | 418.339.871  | <i>Total</i>                    |

**3) Jaminan Tender**

**3) Guarante of Tender**

|                | 2020 | 2019          |                            |
|----------------|------|---------------|----------------------------|
| Jaminan Tender | -    | 1.129.742.016 | <i>Guarantee of Tender</i> |
| Jumlah         | -    | 1.129.742.016 | <i>Total</i>               |

**4) Uang Wajib Tahunan Otorita (UWTO)**

**4) Land Lease to Batam Authority**

Uang Tahunan adalah Uang Wajib Tahunan Otorita (UWTO) merupakan pembayaran hak sewa tanah di Batam sesuai Surat Perjanjian No. 1618/SPJ/KA-AT/XII/1996 tanggal 24 Desember 1996, sebagai berikut:

*Land Lease to Batam Authority is land right in Batam Base on the Agreement Letter No. 1618/SPJ/KA-AT/XII/1996 dated 24 December, 1996, as follows:*

|                      | 2020          | 2019          |                                 |
|----------------------|---------------|---------------|---------------------------------|
| Nilai UWTO           | 466.159.400   | 466.159.400   | <i>UWTO Value</i>               |
| Akumulasi Amortisasi |               |               | <i>Accumulated Amortization</i> |
| UWTO                 | (372.894.283) | (357.355.636) | <i>UWTO</i>                     |
| Jumlah               | 93.265.117    | 108.803.764   | <i>Total</i>                    |

Amortisasi atas Uang Wajib Tahunan Otorita Batam dibebankan selama 30 tahun atau lebih kurang 3,33% per tahun.

*Amortization of Land Lease to Batam Authority is charged for 30 years or approximately 3.33% per annum.*

**PERUSAHAAN UMUM (PERUM) DAMRI**  
**CATATAN ATAS LAPORAN KEUANGAN**  
(lanjutan)  
Pada tanggal 31 Desember 2020 dan  
Untuk tahun yang berakhir pada tanggal tersebut

**PERUSAHAAN UMUM (PERUM) DAMRI**  
**NOTES TO THE FINANCIAL STATEMENTS**  
(continued)  
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**17. UTANG USAHA**

**17. ACCOUNTS PAYABLE**

|                                  | 2020           | 2019           |                                         |
|----------------------------------|----------------|----------------|-----------------------------------------|
| Pihak Berelasi                   |                |                | <i>Related Parties:</i>                 |
| PT. Angkasa Pura II              | 840.767.371    | -              | <i>PT. Angkasa Pura II</i>              |
| KEMENTERIAN                      |                |                | <i>Ministry of</i>                      |
| PERHUBUNGAN                      | 124.921.956    | -              | <i>Transportation</i>                   |
| BPKPD Surabaya                   | 110.210.300    | -              | <i>BPKPD Surabaya</i>                   |
| Lainnya (rata-rata dibawah       |                |                | <i>Others (mostly below</i>             |
| Rp 100 juta                      | 57.019.381     | -              | <i>Rp 100 milion)</i>                   |
| Sub jumlah                       | 1.132.919.008  | -              | <i>Subtotal</i>                         |
| Pihak Ketiga                     |                |                | <i>Third Parties:</i>                   |
| PT Piala Mas                     | 12.684.618.799 | 418.280.000    | <i>PT Piala Mas</i>                     |
| PT Jasaraharja Putera            | 2.473.071.053  | 311.889.105    | <i>PT Jasaraharja Putera</i>            |
| Mulia Motor                      | 1.000.157.864  | 529.568.044    | <i>Mulia Motor</i>                      |
| PT Bianglala Metropolitan        | 1.000.000.000  | -              | <i>PT. Bianglala Metropolitan</i>       |
| Konsultan BCG                    | 1.000.000.000  | -              | <i>BCG Consultant</i>                   |
| PT Himalaya Makmur Jaya          | 870.218.200    | 1.402.783.047  | <i>PT Himalaya Makmur Jaya</i>          |
| Pegawai Harian                   |                |                | <i>Operating employee paid daily</i>    |
| Operasional (non formal)         | 737.596.001    | -              | <i>Operasional (non formal)</i>         |
| PT Hartono Raya Motor            | 783.297.829    | 1.197.717.035  | <i>PT Hartono Raya Motor</i>            |
| PT Karya Tugas Anda              | -              | 769.521.390    | <i>PT Karya Tugas Anda</i>              |
| PT Karunia Motor                 | 637.678.150    | 459.974.339    | <i>PT Karunia Motor</i>                 |
| Toko Pulau Hijau Jakarta         | 634.947.125    | -              | <i>Toko Pulau Hijau Jakarta</i>         |
| Binar Berlian Gading Jakarta     | 641.619.878    | 389.416.051    | <i>Binar Berlian Gading Jakarta</i>     |
| PT Indotyre Mandiri Sentosa      | 619.773.887    | 322.408.720    | <i>PT Indotyre Mandiri Sentosa</i>      |
| Toko Sinar Motor                 | 621.852.000    | 161.560.500    | <i>Toko Sinar Motor</i>                 |
| Surabaya Mandiri                 | 565.926.000    | -              | <i>Surabaya Mandiri</i>                 |
| PT Jaya Makmur Terus             | 499.722.108    | -              | <i>PT Jaya Makmur Terus</i>             |
| CV New Cahaya Timur              | 474.545.454    | -              | <i>CV New Cahaya Timur</i>              |
| PT Bumi Pertiwi Mandiri          | -              | 400.200.000    | <i>PT Bumi Pertiwi Mandiri</i>          |
| CV Sumber Mandiri Motor          | 377.581.000    | -              | <i>CV Sumber Mandiri Motor</i>          |
| Toko Sumber Raya Gorontalo       | 352.143.400    | 374.643.400    | <i>Toko Sumber Raya Gorontalo</i>       |
| PT Indomina Pusaka               | 341.702.039    | -              | <i>PT Indomina Pusaka</i>               |
| Karya Jaya Motor (Travel)        | 340.434.750    | 427.739.700    | <i>Karya Jaya Motor (Travel)</i>        |
| PT Jakarta Utilitas Ppropertindo | 338.443.758    | -              | <i>PT Jakarta Utilitas Ppropertindo</i> |
| Ragam Amanah Cipta               | 315.804.205    | 384.722.337    | <i>Ragam Amanah Cipta</i>               |
| CV Laksana                       | 364.699.348    | 1.771.463.912  | <i>CV Laksana</i>                       |
| Lainnya (rata-rata dibawah       |                |                | <i>Others (mostly below</i>             |
| Rp 300 juta                      | 12.670.271.296 | 12.853.853.799 | <i>Rp 300 milion)</i>                   |
| Sub jumlah                       | 40.346.104.144 | 22.175.741.379 | <i>Subtotal</i>                         |
| Jumlah                           | 41.479.023.152 | 22.175.741.379 | <i>Total</i>                            |

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**18. PENDAPATAN DITERIMA DIMUKA**

**18. UNEARNED INCOME**

|                          | 2020          | 2019          |                            |
|--------------------------|---------------|---------------|----------------------------|
| PT. Angkasa Pura II      | 1.332.705.760 | -             | PT. Angkasa Pura II        |
| KOPERASI MANDIRI         | 454.753.793   | -             | KOPERASI MANDIRI           |
| Kementerian Perhubungan  | 180.759.634   | 352.604.222   | Ministry of Transportation |
| Agen                     | 311.742.660   | 1.739.493.914 | Agent                      |
| Satgas AHRI 2016         | -             | 887.152.492   | Satgas AHRI 2016           |
| Traveloka dan Damri Apps | 323.220.832   | 708.610.227   | Traveloka                  |
| Loket                    | 401.325.244   | 525.175.815   | Counter                    |
| Rombongan                | -             | 166.531.445   | Groups                     |
| UBK                      | -             | 58.136.815    | UBK                        |
| Sewa                     | -             | 28.598.400    | Rent                       |
| Lain-lain                | 372.008.564   | 125.322.302   | Other                      |
| Jumlah                   | 3.376.516.487 | 4.591.625.632 | Total                      |

**19. BEBAN AKRUAL**

**19. ACCRUED EXPENSES**

|                    | 2020          | 2019          |                   |
|--------------------|---------------|---------------|-------------------|
| Utang Biaya        |               |               | Company/ employee |
| Perusahaan/Pegawai | 1.253.605.961 | 1.340.012.352 | cost debt         |
| Beban bunga        | -             | 43.149.656    | Interest expense  |
| Jumlah             | 1.253.605.961 | 1.383.162.008 | Total             |



(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**20. UTANG BANK**

**20. BANK LOANS**

a. Bagian Utang Bank Jangka Panjang Jatuh Tempo dalam Satu Tahun:

a. *Current Maturities of Long Term Bank Loan*

|                                        | 2020           | 2019           |                                        |
|----------------------------------------|----------------|----------------|----------------------------------------|
| PT Bank Rakyat Indonesia Agroniaga Tbk | 3.738.099.112  | 22.396.974.303 | PT Bank Rakyat Indonesia Agroniaga Tbk |
| PT Bank Rakyat Indonesia Syariah Tbk   | -              | 33.652.299.628 | PT Bank Rakyat Indonesia Syariah Tbk   |
| PT Bank Mandiri Tbk                    | 20.000.000.000 | -              | PT Bank Mandiri Tbk                    |
| Jumlah                                 | 23.738.099.112 | 56.049.273.931 | Total                                  |

b. Utang Bank

b. *Bank Loans*

|                                                    | 2020             | 2019             |                                        |
|----------------------------------------------------|------------------|------------------|----------------------------------------|
| PT Bank Rakyat Indonesia Agroniaga Tbk             | 92.112.200.890   | 89.355.023.207   | PT Bank Rakyat Indonesia Agroniaga Tbk |
| PT Bank Rakyat Indonesia Syariah Tbk               | 78.729.806.244   | 80.311.713.448   | PT Bank Rakyat Indonesia Syariah Tbk   |
| PT Bank Mandiri Tbk                                | 20.000.000.000   | -                | PT Bank Mandiri Tbk                    |
| Jumlah                                             | 190.842.007.134  | 169.666.736.655  | Total                                  |
| Dikurangi bagian yang jatuh tempo dalam satu tahun | (23.738.099.112) | (56.049.273.931) | Less of Loan due within one year       |
| Jumlah                                             | 167.103.908.022  | 113.617.462.724  | Total                                  |

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**20. UTANG BANK (lanjutan)**

**20. BANK LOANS (continued)**

**c. Utang Bank (lanjutan)**

**c. Bank Loans (continued)**

**1) PT Bank Rakyat Indonesia Syariah,  
Tbk**

**1) PT Bank Rakyat Indonesia Syariah,  
Tbk**

- (i) Pada tanggal 06 Juni 2017 Perusahaan memperoleh fasilitas Ijarah Muntahhiyah Bittamlik (IMBT) dengan No. R.038/OL-CBG/06/2017 dengan nilai perolehan Aktiva Ijarah sebesar Rp 10.150.000.000 dan total harga sewa sebesar Rp 2.175.906.250.

- (i) On 6 June, 2017 the Company obtained the Ijarah Muntahhiyah Bittamlik (IMBT) facility through letter No. R.038 / OL-CBG / 06/2017 with the acquisition value of Ijarah Assets amounting to IDR 10,150,000,000 and total rental price of IDR 2,175,906,250.

Fasilitas ini digunakan untuk membiayai kembali 15 unit Bus BRT dengan jangka waktu kontrak sewa selama 48 bulan dan jaminan 15 bus BRT, notarill.

This facility is used to refinance 15 BRT Buses with a lease term of 48 months and guarantee for 15 BRT buses, notarill.

- (ii) Pada tanggal 20 Juni 2017 Perusahaan memperoleh fasilitas Murabahah dengan No. R.47/OL-CBG/06-2017 dengan nilai harga jual setelah uang muka senilai Rp 50.723.804.992.

- (ii) 20 June, 2017 the Company obtained a Murabahah facility through letter No. R.47 / OL-CBG / 06-2017 with the selling price after down payment amounting to IDR 50,723,804,992.

Fasilitas ini digunakan untuk pembelian 30 unit bus baru untuk Bandara Soekarno Hatta dengan jangka waktu selama 48 bulan dan jaminan notarill.

This facility is used to purchase 30 new buses for Soekarno Hatta Airport with a period of 48 months and a notarill guarantee.

- (iii) Pada tanggal 25 Oktober 2017 Perusahaan memperoleh fasilitas Ijarah Murabahah Bittamlik dengan No. R.97/OL-CBG/10-2017 dengan nominal biaya sewa sebesar Rp 5.933.812.705.

- (iii) On 25 October, 2017 the Company obtained the Ijarah Murabahah Bittamlik facility through letter No. R.97 / OL-CBG / 10-2017 with nominal rental fee of IDR 5,933,812,705.

Fasilitas ini digunakan untuk membiayai kembali 8 unit Bus BRT dengan jangka waktu selama 48 bulan dan jaminan 8 Unit Bus BRT dan notarill.

This facility is used to refinance 8 units of BRT Buses for a period of 48 months and guaranteed by 8 units of BRT Buses and notarill.

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**20. UTANG BANK (lanjutan)**

**20. BANK LOANS (continued)**

c. Utang Bank (lanjutan)

c. Bank Loans (continued)

1) PT Bank Rakyat Indonesia Syariah,  
Tbk (lanjutan)

1) PT Bank Rakyat Indonesia Syariah,  
Tbk (continued)

(iv) Pada tanggal 20 Februari 2019 Perusahaan memperoleh fasilitas *Uncommitted Lf Murabahah Interchangeable* IMBT sesuai dengan perjanjian kredit No. R.024/OL/CBD/02-2019 dengan jumlah fasilitas sebesar Rp.155.000.000.000.

(iv) On 20 February, 2019 the Company obtained an *Uncommitted Lf Murabahah IMBT* facility exchanged in accordance with the credit agreement No.R.024 / OL / CBD / 02-2019 with a total facility of Rp.155,000,000,000.

Fasilitas kredit tersebut digunakan untuk pembelian 40 unit bus baru Angkutan Pemasu Moda untuk trayek Bandara Soekarno-Hatta dan *Refinancing* 22 unit bus untuk modal kerja operasional. Fasilitas memiliki jangka waktu 48 bulan termasuk masa tenggang selama 6 bulan dengan tingkat imbal hasil sebesar 11,5%.

The credit facility is used to purchase 40 units of shuttle bus for the Soekarno-Hatta Airport route and refinancing 22 buses for operational working capital. Period of this facility is 48 months including a grace period of 6 months with yield of 11.5%.

Jaminan

Berlaku *Cross Collateral* dan *Cross Default* atas seluruh pinjaman dan fasilitas Perum DAMRI

*Collaterals*

*Cross Collateral* and *Cross Default* are applied for all loans and facilities of Perum DAMRI

- 98 unit BRT merk Hino R 260 dan 30 Unit Bus Mercedes Benz Type OH 1526 III
- 40 Unit kendaraan (bus)-baru untuk trayek bandara Soekarno-Hatta. Fidusia notariil min 125% dari plafon
- 22 Unit kendaraan (bus)-used merk Hino R 260 tahun 2014. Fidusia notariil minimal sebesar Rp 17.446.110.000.

- 98 units of Hino R 260 BRT and 30 units of Mercedes Benz Bus Type OH 1526 III
- 40 brand new vehicles (buses) for the Soekarno-Hatta airport route. Notarized Fiducia minimum 125% of the ceiling
- 22 Units of vehicles (buses) - used of Hino R 260 brand in 2014. Notarized fiducia at least IDR 17,446,110,000.



**20. UTANG BANK (lanjutan)**

**20. BANK LOANS (continued)**

c. Utang Bank (lanjutan)

c. Bank Loans (continued)

1) PT Bank Rakyat Indonesia Syariah,  
Tbk (lanjutan)

1) PT Bank Rakyat Indonesia Syariah,  
Tbk (continued)

(iv) Pada tanggal 12 Maret 2019 Perusahaan memperoleh fasilitas *Uncommitted Lf Murabahah Interchangeable* IMBT sesuai dengan perjanjian kredit No.R.035/OL/CBD/03-2019 dengan jumlah fasilitas sebesar Rp.155.000.000.000.

(iv) On 12 March, 2019 the Company obtained an *Uncommitted Lf Murabahah Interchangeable* IMBT credit facility in accordance with the credit agreement No.R.035 / OL / CBD / 03-2019 with a total facility of Rp. 155,000,000,000.

Fasilitas kredit tersebut digunakan untuk pembelian 34 unit bus baru Angkutan Pemadu Moda untuk trayek Bandara Soekarno – Hatta. Fasilitas memiliki jangka waktu 48 bulan termasuk masa tenggang selama 6 bulan.

The credit facility is used for the purchase of 34 new shuttle buses for the Soekarno-Hatta Airport route. Period of this facility is 48 months including a grace period of 6 months.

Jaminan Berlaku *Cross Collateral* dan *Cross Default* atas seluruh pinjaman dan fasilitas Perum DAMRI

*Collaterals*  
*Cross Collateral and Cross Default* are applied for all loans and facilities of Perum DAMRI

- 98 unit BRT merk Hino R 260 dan 30 Unit Bus Mercedes Benz Type OH 1526 III
- 40 Unit kendaraan (bus)-baru untuk trayek bandara Soekarno-Hatta. Fidusia notariil minimal 125% dari plafon.
- 22 Unit kendaraan (bus)-used merk Hino R 260 tahun 2014. Fidusia notariil minimal sebesar Rp 17.446.110.000.

- 98 units of Hino R 260 BRT and 30 units of Mercedes Benz Bus Type OH 1526 III
- 40 -brand new vehicles (buses) for the Soekarno-Hatta airport route. Notarized fiducia minimum 125% of the ceiling
- 22 Units of vehicles (buses) - used of Hino R 260 brand in 2014. Notarized fiducia at least IDR 17,446,110,000.

**PERUSAHAAN UMUM (PERUM) DAMRI**  
**CATATAN ATAS LAPORAN KEUANGAN**  
(lanjutan)

Pada tanggal 31 Desember 2020 dan  
Untuk tahun yang berakhir pada tanggal tersebut

(Disajikan dalam Rupiah)

**PERUSAHAAN UMUM (PERUM) DAMRI**  
**NOTES TO THE FINANCIAL STATEMENTS**  
(continued)

As of 31 December 2020 and  
for the year then ended

(Expressed in Rupiah)

**20. UTANG BANK (lanjutan)**

**20. BANK LOANS (continued)**

c. Utang Bank (lanjutan)

c. Bank Loans (continued)

1) PT Bank Rakyat Indonesia Syariah,  
Tbk (lanjutan)

1) PT Bank Rakyat Indonesia Syariah,  
Tbk (continued)

Pada tanggal 27 Mei 2019  
Perusahaan memperoleh fasilitas  
*Uncommitted Lf Murabahah*  
*Interchangeable* IMBT sesuai  
dengan perjanjian kredit No.R.063 /  
OL / CBD / 05-2019 untuk  
pembelian 6 unit bus Angkasa  
Pemadu Moda baru untuk Rute  
Bandara Soekarno-Hatta.

On 27 May, 2019 the Company  
has obtained an *Uncommitted Lf*  
*Murabahah Interchangeable*  
IMBT credit facility in accordance  
with the credit agreement  
No.R.063 / OL / CBD / 05-2019  
for the purchase of 6 new units  
of Angkasa Pemadu Moda buses  
for the Soekarno-Hatta Airport  
route.

Saldo Pinjaman pada tanggal  
31 Desember 2020 dan 2019,  
sebagai berikut:

The loan balance as of  
31 December, 2020 and 2019 as  
follows:

|                                                 | 2020           | 2019           |                                                       |
|-------------------------------------------------|----------------|----------------|-------------------------------------------------------|
| 34 unit bus baru (Bandara<br>Soekarno-Hatta)    | 43.620.822.810 | 46.632.847.000 | 34 units of brand new bus<br>(Soekarno-Hatta Airport) |
| Modal kerja operasional                         |                |                | Operational working capital                           |
| 22 unit bus dari<br>Refinancing                 | 7.004.716.981  | 8.937.500.000  | 22 bus units from<br>Refinancing                      |
| 5 unit + 1 unit bus besar<br>Lampung & Basoetta | 8.071.504.415  | 8.601.237.364  | 5 units + 1 unit of big bus<br>Lampung & Basoetta     |
| Modal kerja (30 unit Bus<br>Soekarno Hatta)     | 16.149.505.719 | 19.137.630.085 | Working capital (30 units of<br>Soekarno-Hatta Bus)   |
| Dana Refinancing                                | 2.378.906.250  | 3.806.250.000  | Refinancing Fund                                      |
| Dana Rekondisi dari<br>Refinancing              | 1.504.350.069  | 2.239.558.750  | Recondition Fund from<br>Refinancing                  |
| Jumlah                                          | 78.729.806.244 | 89.355.023.199 | Total                                                 |

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**20. UTANG BANK (lanjutan)**

c. Utang Bank (lanjutan)

2) PT Bank Rakyat Indonesia Agroniaga, Tbk

Pada tanggal 19 Juni 2019 Perusahaan memperoleh fasilitas Kredit Investasi sesuai dengan perjanjian kredit No. B.055/SPPK/ADK-OPK/06/2019 dengan jumlah fasilitas sebesar Rp95.000.000.000.

Fasilitas kredit tersebut digunakan untuk pembelian 104 unit bus baru dan 58 unit bus rekondisi dengan rincian sebagai berikut:

| Bus baru/<br><i>new buses :</i>                                | Karoseri/<br><i>Brand</i> | Unit     | Jaminan/<br><i>Collateral</i> | Nilai/<br><i>Amount (Rp)</i> |
|----------------------------------------------------------------|---------------------------|----------|-------------------------------|------------------------------|
| Toyota Hi Ace                                                  | Toyota                    | 38       | Fidusia/Fiducia               | 16.451.377.050               |
| Medium Long Pemadu Moda/<br><i>Inter-model medium long bus</i> | Piala Mas                 | 15       | Fidusia/Fiducia               | 15.079.012.500               |
| Medium Long Pemadu Moda/<br><i>Inter-model medium long bus</i> | Laksana                   | 31       | Fidusia/Fiducia               | 31.163.292.500               |
| Medium Long Pemadu Moda/<br><i>Inter-model medium long bus</i> | Laksana                   | 20       | Fidusia/Fiducia               | 20.113.860.000               |
|                                                                |                           | 104 Unit |                               | 82.807.542.050               |
| Bus rekondisi/<br><i>Reconditioned bus :</i>                   | Karoseri/<br><i>Brand</i> | Unit     | Jaminan/<br><i>Guarantee</i>  | Nilai/<br><i>Amount (Rp)</i> |
| Bus rekondisi/<br><i>Reconditioned bus</i>                     | Piala Mas                 | 34       | Fidusia/Fiducia               | 20.849.999.996               |
| Bus rekondisi/<br><i>Reconditioned bus</i>                     | Laksana                   | 12       | Fidusia/Fiducia               | 7.650.000.000                |
| Bus rekondisi/<br><i>Reconditioned bus</i>                     | Laksana                   | 12       | Fidusia/Fiducia               | 7.464.800.004                |
|                                                                |                           | 58       |                               | 35.964.800.000               |

**20. BANK LOANS (continued)**

c. Bank Loans (continued)

2) PT Bank Rakyat Indonesia Agroniaga, Tbk

On 19 June, 2019 the Company obtained an Investment Credit facility in accordance with the credit agreement No. B.055/SPPK/ADK-OPK/06/2019 with total facility of Rp95,000,000,000.

The credit facility is used to purchase 104 new bus units and 58 reconditioned bus units with the following details:



**20. UTANG BANK (lanjutan)**

c. Utang Bank (lanjutan)

2) PT Bank Rakyat Indonesia Agroniaga,  
Tbk (lanjutan)

Jangka waktu pinjaman adalah 48 bulan sejak tanggal akad dengan suku bunga 11,50% setiap tahunnya dan bersifat *reviewable*.

Pada tanggal 11 September 2019 Perusahaan memperoleh fasilitas kredit investasi sesuai dengan perjanjian kredit No. B.130.A/SPPK/ADK-OPK/12/2019 dengan jumlah fasilitas sebesar Rp 16.823.040.000.

Fasilitas kredit tersebut digunakan untuk pembelian 5 unit Mercedes Benz OH.1626/29EIII dan 17 unit Isuzu Type NQR 71 dengan rincian sebagai berikut :

| No                           | Agunan Pokok/<br>Principal collaterals | Jumlah | Pengikatan/ Bind         |                |
|------------------------------|----------------------------------------|--------|--------------------------|----------------|
|                              | Jenis Barang/<br>Type of goods         |        | Jenis/Type of<br>binding | Nilai/Amount   |
| 1.                           | Big Bus Mercedes Benz OH.1626/29 E.III | 5      | Fidusia/<br>Fiducia      | 8.987.500.000  |
| 2                            | Bus Medium Isuzu Type NQR 71           | 17     | Fidusia/<br>Fiducia      | 12.041.300     |
| Plafon Kredit/Credit plafond |                                        |        |                          | 16.823.040.000 |

Jangka waktu pinjaman adalah 48 bulan sejak tanggal akad dengan suku bunga 11,50% setiap tahunnya dan bersifat *reviewable*.

**20. BANK LOANS (continued)**

c. Bank Loans (continued)

2) PT Bank Rakyat Indonesia  
Agroniaga, Tbk (continued)

The loan period is 48 months from the date of the contract with interest rate at 11.50% per annum and it is *reviewable*.

On 11 September 2019, the Company obtained an investment credit facility in accordance with the credit agreement No. B.130.A / SPPK / ADK-OPK / 12/2019 with total facilities of IDR 16,823,040,000.

The credit facility was used to purchase 5 units of Mercedes Benz OH.1626 / 29EIII and 17 units of Isuzu Type NQR 71 with details as follows:

The loan period is 48 months from the date of the contract with interest rate at 11.50%, annually and are *reviewable*.

**20. UTANG BANK (lanjutan)**

**c. Utang Bank (lanjutan)**

**2) PT Bank Rakyat Indonesia Agroniaga,  
Tbk (lanjutan)**

Pada tanggal 6 April 2020, Perusahaan memperoleh 2 fasilitas restrukturisasi kredit investasi sesuai dengan perjanjian kredit No. B.030/SPPK/ADK-OPK/04/2020 yang merujuk pada perjanjian kredit No. B.055/SPPK/ADK-OPK/06/2019 Akta No 20 tanggal 25 Juni 2019 (KI-PTA 1) dan No. B.130.A/SPPK/ADK-OPK/12/2019 Akta No 28 tanggal 28 Januari 2020 (KI-PTA 2).

Pada perjanjian KI-PTA.1 perubahan terjadi pada nilai pengikatan yang semula Rp 118.772.342.050 menjadi Rp 107.300.590.500 dengan sisa plafon setelah restrukturisasi sebesar Rp 75.289.160.889.

Jangka waktu pinjaman berubah dari 48 bulan sejak tanggal akad menjadi 57 bulan sejak tanggal akad dengan suku bunga 11% setiap tahunnya dan bersifat *reviewable*.

Pada perjanjian KI-PTA.2 perubahan terjadi pada jangka waktu pinjaman semula 48 bulan sejak tanggal akad menjadi 56 bulan sejak tanggal akad dengan suku bunga 11% setiap tahunnya dan bersifat *reviewable*.

**20. BANK LOANS (continued)**

**c. Bank Loans (continued)**

**2) PT Bank Rakyat Indonesia  
Agroniaga, Tbk (continued)**

On 6 April, 2020, the Company obtained 2 investment credit restructuring facilities in accordance with the credit agreement No. B.030 / SPPK / ADK-OPK / 04/2020 which refers to the credit agreement No. B.055 / SPPK / ADK-OPK / 06/2019 Deed No. 20 dated 25 June 2019 (KI-PTA 1) and No. B.130.A / SPPK / ADK-OPK / 12/2019 Deed No. 28 dated 28 January 2020 (KI-PTA 2).

In the KI-PTA.1 agreement, there was a change in the binding value from Rp 118,772,342,050 to Rp 107,300,590,500 with the remaining plafon after restructuring amounting to Rp 75,289,160,889.

The loan term changed from 48 months from the contract date to 57 months from the contract date with interest rate at 11% per annum and it is *reviewable*.

In the KI-PTA.2 agreement, the change occurred in the loan term from originally 48 months from the date of the contract to 56 months from the date of the contract with interest rate at 11% per annum and is *reviewable*.

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

20. UTANG BANK (lanjutan)

20. BANK LOANS (continued)

c. Utang Bank (lanjutan)

c. Bank Loans (continued)

2) PT Bank Rakyat Indonesia Agroniaga,  
Tbk (lanjutan)

5) PT Bank Rakyat Indonesia  
Agroniaga, Tbk (continued)

Jaminan Kredit/ Collaterals

| No                                | Agunan Pokok Jenis Barang/<br>Type of goods as principal collaterals | Karoseri/<br>Brand | Unit | Pengikatan/ Bind             |                   |
|-----------------------------------|----------------------------------------------------------------------|--------------------|------|------------------------------|-------------------|
|                                   |                                                                      |                    |      | Jenis/<br>Type of<br>binding | Nilai/<br>Ammount |
| KI PTA I                          |                                                                      |                    |      |                              |                   |
| Bus Baru / New bus                |                                                                      |                    |      |                              |                   |
| 1                                 | Toyota HI Ace                                                        | Toyota             | 38   | Fidusia                      | 16.451.377.050    |
| 2                                 | Medium Long Pemadu Moda/<br>Inter-model medium long bus              | Piala Mas          | 15   | Fidusia                      | 15.079.012.500    |
| 3                                 | Medium Long Pemadu Moda<br>Inter-model medium long bus               | Laksana            | 31   | Fidusia                      | 31.163.292.500    |
| 4                                 | Medium Long Pemadu Moda<br>Inter-model medium long bus               | Laksana            | 20   | Fidusia                      | 20.113.860.000    |
| Bus Rekondisi / Reconditioned bus |                                                                      |                    |      |                              |                   |
| 1                                 | Bus Rekondisi/ Reconditioned bus                                     | Piala Mas          | 16   | Fidusia                      | 10.284.384.150    |
| 2                                 | Bus Rekondisi/ Reconditioned bus                                     | Piala Mas          | 14   | Fidusia                      | 8.592.614.300     |
| 3                                 | Bus Rekondisi/ Reconditioned bus                                     | Laksana            | 9    | Fidusia                      | 5.616.050.000     |
| Sub Jumlah/Subtotal KI PTA I      |                                                                      |                    |      |                              | 107.300.590.500   |
| KI PTA II                         |                                                                      |                    |      |                              |                   |
| Bus Baru/ New bus                 |                                                                      |                    |      |                              |                   |
| 1                                 | Big Bus Mercedes Benz OH. 1626/29 E.III                              | Laksana            | 5    | Fidusia                      | 8.987.500.000     |
| 2                                 | Bus Medium Isuzu Type NQR 71                                         | Tugas Anda         | 17   | Fidusia                      | 12.041.300.000    |
| Sub Jumlah/ Subtotal KI PTA II    |                                                                      |                    |      |                              | 21.028.800.000    |
| Jumlah/ Total                     |                                                                      |                    |      |                              | 128.329.390.500   |



(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**20. UTANG BANK (lanjutan)**

**20. BANK LOANS (continued)**

c. Utang Bank (lanjutan)

c. Bank Loans (continued)

2) PT Bank Rakyat Indonesia Agroniaga,  
Tbk (lanjutan)

2) PT Bank Rakyat Indonesia  
Agroniaga, Tbk (continued)

|                            | 2020           | 2019           |                                          |
|----------------------------|----------------|----------------|------------------------------------------|
| 38 unit Hiace dan          |                |                | 38 units of Hiace and                    |
| 20 unit <i>medium long</i> | 25.342.829.172 | 27.292.277.569 | 20 units of <i>medium long</i>           |
| 66 unit <i>medium long</i> | 31.039.771.679 | 33.427.446.423 | 66 units of <i>medium long</i>           |
| Rekondisi 16 unit          | 7.825.187.229  | 8.226.478.882  | 16 units of <i>reconditioning bus</i>    |
| Rekondisi 14 unit bus      |                |                | 14 units of <i>big</i>                   |
| besar Pemadu Moda          | 6.701.401.374  | 6.873.232.179  | <i>shuttle bus reconditioned</i>         |
| Rekondisi 9 unit bus besar |                |                | 9 units of <i>big bus reconditioned-</i> |
| Lampung & Purwokerto       | 4.379.971.435  | 4.492.278.395  | <i>Lampung and Purwokerto</i>            |
| 17 <i>Medium Isuzu</i> dan |                |                | 17 units of <i>Medium Isuzu</i> and      |
| 5 Unit Aneg                | 16.823.040.000 | -              | 5 units <i>Aneg</i>                      |
| Jumlah                     | 92.112.200.889 | 80.311.713.448 | Total                                    |

3) PT Bank Mandiri

3) PT Bank Mandiri

a. Fasilitas Kredit Modal Kerja –  
Transaksional

a. Working Capital Credit Facility -  
Transactional

Pada tanggal 8 Juni 2020, perusahaan memperoleh pinjaman kredit modal kerja – transaksional dari bank mandiri dengan limit kredit sebesar Rp 120.000.000.000 yang bersifat *revolving* transaksional.

On 8 June 2020, the company obtained a working capital credit loan - transactional from an *mandiri* bank with a credit limit of Rp 120,000,000,000 which is transactional *revolving*.

Fasilitas kredit modal kerja ini digunakan untuk pembiayaan operasional modal kerja perusahaan terkait kontrak Public Service Obligation (PSO)/Subsidi Perintis dan Kawasan Strategis Pariwisata Nasional (KSPN) tahun 2020 dan 2021. Jangka waktu pinjaman 1 tahun sejak penandatanganan perjanjian kredit, suku bunga kredit 9,25% bunga dapat berubah sesuai ketentuan yang berlaku di PT Bank Mandiri.

This working capital credit facility is used to finance the company's working capital operations related to the Public Service Obligation (PSO) / Pioneer Subsidies and National Tourism Strategic Area (KSPN) contracts in 2020 and 2021. The loan period is 1 year from the signing of the credit agreement, the loan interest rate is 9.25% interest is subject to change according to the applicable provisions in PT Bank Mandiri.

**20. UTANG BANK (lanjutan)**

c. Utang Bank (lanjutan)

3) PT Bank Mandiri (lanjutan)

b. Fasilitas Kredit Modal Kerja –  
Rekening Koran

Pada tanggal 8 Juni 2020, perusahaan memperoleh pinjaman kredit modal kerja – rekening koran dari bank mandiri dengan limit kredit sebesar Rp 20.000.000.000 yang bersifat *resolving* transaksional.

Fasilitas kredit modal kerja ini digunakan untuk pembiayaan operasional modal kerja perusahaan. Jangka waktu pinjaman 1 tahun sejak tanggal penandatanganan perjanjian kredit, suku bunga kredit 9,25% bunga dapat berubah sesuai ketentuan yang berlaku di PT Bank Mandiri.

Kedua Pinjaman ini dijamin dengan :

- Piutang usaha perusahaan sebesar Rp 35,1 miliar, diikat fidusia dengan nilai penjaminan sebesar Rp 15 miliar.
- Persediaan perusahaan sebesar Rp 13,1 miliar, diikat fidusia dengan nilai penjaminan sebesar Rp 5 miliar.

**20. BANK LOANS (continued)**

c. Bank Loans (continued)

3) PT Bank Mandiri (continued)

*b. Working Capital Credit Facility –  
Checking account*

*On June 8, 2020, the company obtained a working capital credit loan - a checking account from an mandiri bank with a credit limit of Rp 20,000,000,000 which is transactional resolving.*

*This working capital credit facility is used to finance the company's operations. The loan period is 1 year from the signing date of the credit agreement, the loan interest rate is 9.25%, the interest is subject to change according to the applicable provisions of PT Bank Mandiri.*

*Both of these loans are secured by :*

- *Account receivables of the company amounting to Rp 35.1 billion, bound by fiduciary value with a guarantee amount of Rp. 15 billion.*
- *Company inventories amounting to Rp. 13.1 billion, bound by fiduciary value with a guarantee value of Rp. 5 billion.*

**20. UTANG BANK (lanjutan)**

c. Utang Bank (lanjutan)

3) PT Bank Mandiri (lanjutan)

Kedua Pinjaman ini dijaminkan dengan (lanjutan) :

- 2 bidang tanah berupa :
  - i. Sertifikat Hak Guna Bangunan (SHGB) No 708 tahun 2011 dengan HGB yang berakhir pada tahun 2041, berikut tanah dan bangunan, serta sarana pelengkap atas nama Perum DAMRI dengan nilai angunan sebesar Rp 115,7 miliar dan akan diikat hak tanggungan 1 sebesar Rp 90 miliar.
  - ii. Sertifikat Hak Guna Bangunan (SHGB) No 872 tahun 2011 dengan HGB yang berakhir pada tahun 2031, berikut tanah dan bangunan, serta sarana pelengkap atas nama Perum DAMRI dengan nilai angunan sebesar Rp 66,3 miliar dan akan diikat hak tanggungan 1 sebesar Rp 50 miliar.

Seluruh aset yang dijamankan diikat secara *joint collateral* dan *cross default* dengan fasilitas Kredit Modal Kerja - Rekening Koran, dan biaya yang timbul menjadi beban Perum DAMRI

**20. BANK LOANS (continued)**

c. Bank Loans (continued)

3) PT Bank Mandiri (continued)

Both of these loans are secured by (continued) :

- 2 plots of land in the form of:

*Building Use Rights Certificate (SHGB) No 708 of 2011 with HGB ending in 2041, along with land and buildings, as well as complementary facilities in the name of Perum DAMRI with a building value of Rp 115.7 billion and will be tied with deferred right of Rp 90 billion .*

*Building Use Rights Certificate (SHGB) No 872 of 2011 with HGB ending in 2031, along with land and buildings, as well as complementary facilities in the name of Perum DAMRI with a building value of Rp 66.3 billion and will be tied with deferred right of Rp 50 billion .*

*All pledged assets are bound by joint collateral and cross default with the Working Capital Creditor - Chequing Account facility, and the costs incurred will be borne by Perum DAMRI*

|                    | 2020                  | 2019     |                        |
|--------------------|-----------------------|----------|------------------------|
| Kredit Modal Kerja | 20.000.000.000        | -        | Working Capital Credit |
| <b>Jumlah</b>      | <b>20.000.000.000</b> | <b>-</b> | <b>Total</b>           |



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**20. UTANG BANK (lanjutan)**

**20. BANK LOANS (continued)**

c. Utang Bank (lanjutan)

c. Bank Loans (continued)

3) PT Bank Mandiri (lanjutan)

3) PT Bank Mandiri (continued)

Selama fasilitas kredit, Perum  
DAMRI berkewajiban untuk :

During the credit facility, Perum  
DAMRI is obliged to

1. Menjaga ratio keuangan Current Ratio minimal 100%,
2. Ratio EBITDA to I minimal 200%,
3. DSCR {Ratio antara EBITDA/ (Bunga Berjalan+Angsuran Pokok)} minimal 100%.

1. Maintain a Financial Ratio Current Ratio of at least 100%,
2. EBITDA to I ratio of at least 200%,
3. DSCR {The ratio between EBITDA /(Current Interest + Principal Installment)) at least 100%.

**21. UTANG SEWA**

**21. LEASE LIABILITIES**

|                          | 2020          | 2019           |                          |
|--------------------------|---------------|----------------|--------------------------|
| PT Cakra Transport Utama | 1.818.141.947 | -              | PT Cakra Transport Utama |
| PT Pracico Multi Finance | 102.398.387   | 102.398.387    | PT Pracico Multi Finance |
| Tn. Fui Kim Fung         | 93.769.705    | -              | Tn. Fui Kim Fung         |
| PT Pro Motor             | -             | 12.011.724.000 | PT Pro Motor             |
| Jumlah                   | 2.014.310.039 | 12.114.122.387 | Total                    |

Pada tahun 2019 Perusahaan mengadakan 12 (Dua Belas) Unit Mercedes Benz Sprinter A3 dengan PT Panji Rama Otomotif sesuai dengan kontrak Nomor : 0405/KU.103/SPK/VII-2019 tanggal 22 Juli 2019.

In 2019 the Company entered into procurement contract of 12 (Twelve) Units of Mercedes Benz Sprinter A3 with PT Panji Rama Automotive in accordance with contract Number: 0405/KU.103/SPK/VII-2019 dated 22 July 2019.

**22. UTANG LAIN-LAIN**

**22. OTHER LIABILITIES**

|                       | 2020           | 2019           |                        |
|-----------------------|----------------|----------------|------------------------|
| Jasa Produksi         | 1.237.249.285  | 7.646.768.997  | Profit Sharing         |
| Titipan:              |                |                | Deposits:              |
| Jasa Raharja          | 2.327.822.443  | 259.452.893    | Jasa Raharja           |
| Jasa Raharja Putera   | -              | 109.165.475    | Jasa Raharja Putera    |
| Dana Kesehatan        | -              | 235.250.589    | Health Fund            |
| Dana Astek            | -              | 4.749.920      | Astek Fund             |
| Uang Hak-hak Karyawan | 40.301.186.357 | 316.589.716    | Benefits for employees |
| Uang Jaminan Iklan    | 37.500.000     | 311.242.124    | Advertising Collateral |
| Titipan               |                |                | Deposit of Employee    |
| BPJS Ketenagakerjaan  | 7.523.703.088  | -              | social security (BPJS) |
| Titipan               |                |                | Deposit of Employee    |
| BPJS Kesehatan        | 26.603.415     | -              | health security (BPJS) |
| Lain-lain             | -              | 1.705.467.429  | Others                 |
| Jumlah                | 51.454.064.588 | 10.588.687.143 | Total                  |

Jasa produksi merupakan pembagian yang diberikan kepada pegawai dari Direksi, atau dari sebagian laba tahunan. Pemberian ini diberikan dalam satu tahun sekali.

Profit sharing represents part of remuneration given to employees of the Board of Directors, or from a portion of annual profits. This remuneration is given once a year.

Uang hak-hak karyawan merupakan utang atas penundaan pembayaran gaji karyawan dan juga utang pembayaran pesangon yang masih belum dibayarkan oleh perusahaan.

Employee entitlement money represents a debt for postponement of employee salary payments and also outstanding severance pay payable by the company..

**23. LIABILITAS IMBALAN PASCA KERJA**

**23. EMPLOYEE BENEFITS LIABILITIES**

Perusahaan mencatat liabilitas imbalan kerja karyawan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 berdasarkan hasil perhitungan aktuarial yang dilakukan oleh PT Sigma Prima Solusindo, aktuaris independen dengan menggunakan metode "Projected Unit Credit". Asumsi utama yang digunakan untuk perhitungan aktuarial tersebut adalah sebagai berikut:

The Company records employee benefits liabilities for the year ended 31 December, 2020 and 2019 based on the results of actuarial calculations conducted by PT Sigma Prima Solusindo, an independent actuary, using the "Projected Unit Credit" method. The main assumptions used for this actuarial calculation are as follows:

|                                  | 2020         | 2019         |                             |
|----------------------------------|--------------|--------------|-----------------------------|
| Tingkat Bunga Diskonto per Tahun | 6,25%        | 7,23%        | Discount Rate per Annum     |
| Tingkat Kenaikan Gaji per Tahun  | 8%           | 8%           | Annual salary increase rate |
| Usia Pensiun                     | 56 thn       | 56 thn       | Retirement Age              |
| Tabel Mortalita                  | TMI-III-2011 | TMI-III-2011 | Mortality Table             |



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**23. LIABILITAS IMBALAN PASCA KERJA**  
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**23. EMPLOYEE BENEFITS LIABILITIES**  
(continued)

Rekonsiliasi Aset dan Kewajiban yang  
diakui di Laporan Posisi Keuangan:

*Reconciliation of Assets and Liabilities  
recognized in the Financial Position Report:*

|                                              | 2020             | 2019             |                                                        |
|----------------------------------------------|------------------|------------------|--------------------------------------------------------|
| (Liabilitas)/ Kekayaan bersih<br>awal tahun  | 186.482.547.046  | 201.739.120.208  | (Liability)/ Net worth at the<br>beginning of the year |
| Imbalan kerja tahun berjalan                 | 25.978.852.730   | 57.179.831.908   | Employee benefits current<br>for the period            |
| Penghasilan (Beban)<br>komprehensif lain     | 63.677.631.465   | (40.516.257.673) | other comprehensive<br>Income (Expenses)               |
| Pembayaran manfaat                           | (39.281.478.948) | (31.920.147.397) | Payment of benefits                                    |
| (Liabilitas)/ Kekayaan<br>bersih akhir tahun | 236.857.552.293  | 186.482.547.046  | (Liability)/ Net worth at the<br>end of the year       |

Rekonsiliasi Perusahaan pada akumulasi  
penghasilan komprehensif lain:

*The Company's reconciliation on  
accumulation of other comprehensive  
Income:*

|                                                 | 2020            | 2019             |                                                |
|-------------------------------------------------|-----------------|------------------|------------------------------------------------|
| Penghasilan komprehensif<br>awal tahun          | 71.992.956.039  | 112.509.213.712  | Comprehensive income,<br>beginning of the year |
| Penghasilan komprehensif lain<br>tahun berjalan | 63.677.631.465  | (40.516.257.673) | Other comprehensive income,<br>current         |
| Penghasilan komprehensif<br>akhir tahun         | 135.670.587.504 | 71.992.956.039   | Comprehensive income,<br>end of the year       |

Perhitungan beban manfaat karyawan yang  
diakui di laporan laba rugi dan penghasilan  
komprehensif lain adalah:

*Calculation of employee benefit costs  
recognized in the statement of profit or loss  
and other comprehensive income is as  
follows:*

|                                      | 2020           | 2019           |                                      |
|--------------------------------------|----------------|----------------|--------------------------------------|
| Jasa kini                            | 12.496.164.579 | 8.898.641.862  | Current service                      |
| Bunga neto atas<br>liabilitas (Aset) | 13.482.688.151 | 16.361.042.649 | Net interest of<br>liability (asset) |
| Jumlah beban manfaat<br>karyawan     | 25.978.852.730 | 25.259.684.511 | Total employee benefit<br>expenses   |



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**24. EKUITAS**

Merupakan modal awal yang terbentuk pada saat perubahan menjadi Perusahaan Umum, Modal Disetor, Penyertaan Modal Negara, BPYBDS, Modal Sumbangan, Cadangan dan Saldo Laba (Rugi), sebagai berikut:

**24. EQUITY**

*Represents the initial capital formed at the time of change into a Perusahaan Umum, Paid Up Capital, State Equity Participation, Undefined Status Government Assistance, Donated Capital, Capital Reserve and Balance of Profit (Loss), as follows:*

|                               | 2020              | 2019             |                                    |
|-------------------------------|-------------------|------------------|------------------------------------|
| Modal Disetor                 | 19.700.000.000    | 19.700.000.000   | <i>Paid up capital</i>             |
| Penyertaan Modal              |                   |                  | <i>State equity</i>                |
| Negara (PMN)                  | 627.721.000.110   | 627.721.000.110  | <i>participation (PMN)</i>         |
| Bantuan Pemerintah yang Belum |                   |                  | <i>Undefined status government</i> |
| Ditentukan Statusnya (BPYBDS) |                   |                  | <i>Assistance (BPYDS)</i>          |
| Modal Sumbangan               | 4.266.253.000     | 4.266.253.000    | <i>Donated capital</i>             |
| Cadangan Modal                | 194.252.022.047   | 150.989.606.842  | <i>Capital reserve</i>             |
| Penghasilan                   |                   |                  | <i>Other comprehensive</i>         |
| Komprehensif Lain             | (131.436.835.517) | (53.031.234.775) | <i>income</i>                      |
| Laba Tahun Berjalan           | (220.077.411.000) | 43.262.415.205   | <i>Profit for the year</i>         |
| Jumlah                        | 494.425.028.640   | 792.908.040.382  | <i>Total</i>                       |

**24.1 Modal Disetor**

Merupakan modal yang terbentuk pada tanggal 29 September 1982 pada waktu awal perubahan bentuk menjadi Perum dan telah disahkan sebagai modal awal Perusahaan Umum (Perum) DAMRI berdasarkan surat Keputusan Menteri Keuangan Republik Indonesia No. 40/KMK.001/1987 tanggal 24 Januari 1987 dengan nilai sebesar Rp19.700.000.000.

**24.1 Paid Up Capital**

*Represents the capital that was formed on 29 September, 1982 at the beginning of the change of form to Perum and was approved as the initial capital of Perusahaan Umum (Perum) DAMRI based on the Decree of the Minister of Finance of the Republic of Indonesia No.40/KMK.001/1987 dated 24 January, 1987 with a value of Rp19,700,000,000.*

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**24. EKUITAS (lanjutan)**

**24. EQUITY (continued)**

**24.2 Penyertaan Modal Negara (PMN)**

**24.2 State Equity Participation (PMN)**

Merupakan bantuan pemerintah berupa bus dan suku cadang yang diterima secara bertahap, sebagai berikut:

*Represents government assistance in the form of buses and gradually received spare parts, as follows:*

|                       | 2020            | 2019            |                                       |
|-----------------------|-----------------|-----------------|---------------------------------------|
| PP No. 32 tahun 1990  | 55.085.835.288  | 55.085.835.288  | Government Regulation No. 32 of 1990  |
| PP No. 94 tahun 2000  | 38.359.786.217  | 38.359.786.217  | Government Regulation No. 94 of 2000  |
| PP No. 21 tahun 2001  | 4.608.000.000   | 4.608.000.000   | Government Regulation No. 21 of 2001  |
| PP No. 66 tahun 2002  | 2.346.433.980   | 2.346.433.980   | Government Regulation No. 66 of 2002  |
| PP No. 60 tahun 2003  | 5.512.000.000   | 5.512.000.000   | Government Regulation No. 60 of 2003  |
| PP No. 27 tahun 2006  | 5.385.000.000   | 5.385.000.000   | Government Regulation No. 27 of 2006  |
| PP No. 35 tahun 2012  | 134.861.710.570 | 134.861.710.570 | Government Regulation No. 35 of 2012  |
| PP No. 115 tahun 2012 | 11.048.422.000  | 11.048.422.000  | Government Regulation No. 115 of 2012 |
| PP No. 7 tahun 2014   | 31.844.050.000  | 31.844.050.000  | Government Regulation No. 7 of 2014   |
| PP No. 12 tahun 2015  | 27.874.850.000  | 27.874.850.000  | Government Regulation No. 12 of 2015  |
| PP No. 45 tahun 2018  | 310.794.912.055 | 310.794.912.055 | Government Regulation No. 45 of 2018  |
| Jumlah                | 627.721.000.110 | 627.721.000.110 | Total                                 |

**24.3 Bantuan Pemerintah yang Belum Ditentukan Statusnya (BPYBDS)**

**24.3 Undefined Status Government Assistance (BPYBDS)**

Bantuan Pemerintah yang belum ditentukan statusnya merupakan hasil proyek dari Departemen Perhubungan Direktorat Jendral Perhubungan Darat yang telah diserahkan atau dioperasikan oleh Perusahaan yang belum dapat dijadikan sebagai tambahan Penyertaan Modal Negara karena belum diterbitkannya Peraturan Pemerintahnya.

*Undefined Status Government Assistance is the result of a project from the Ministry of Transportation of the Directorate General of Land Transportation that has been submitted or operated by the Company but has not been able to be used as an additional State Equity Participation because the Government Regulation has not been issued yet.*

Sampai dengan akhir 2018 Bantuan Pemerintah yang belum Ditentukan Statusnya (BPYBDS) semua telah menjadi Penyertaan Modal Negara (PMN)

*Until the end of 2018, Undefined Status Government Assistance (BPYBDS) has all become State Equity Participation (PMN).*

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24. EKUITAS (lanjutan)

24. EQUITY (continued)

24.3 Bantuan Pemerintah yang Belum  
Ditentukan Statusnya (BPYBDS)  
(lanjutan)

24.3 Undefined Status Government  
Assistance (BPYBDS) (continued)

Bantuan Pemerintah Yang Belum  
Ditentukan Statusnya (BPYBDS) yang  
diterima sesuai terbitnya Berita Acara  
Serah Terima untuk Dioperasikan  
(BASTO) dan dicatat sebagai aset  
BPYBDS untuk yang sudah  
diterbitkan BASTO nya pada tahun  
2018, sebagai berikut:

Undefined Status Government  
Assistance (BPYBDS) received in  
accordance with the issuance of the  
Minutes of Handover to Operate  
(BASTO) and recorded as BPYBDS  
assets issued by the BASTO in 2018 is  
as follows:

| No BAST/BASTO No/tanggal/<br>BAST/BASTO No/ Date                                                                                                                                              | Jenis Aset/ Assets Type                                                                                     | 2018            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------|
| 1. PL.301/16/10/DJPD/2013/tanggal 21 Juni<br>2013 diubah menjadi<br>KU.003/3/10/SATKER-25-Mar-15/<br>PL.301/16/10/DJPD/2013/ dated 21 June<br>2013 changed to<br>KU.003/3/10/SATKER-25-Mar-15 | 60 unit Bus Medium Hino Type 130 MDBL/<br>60 units of Medium Hino Type 130<br>Bus MDBL                      | 23.988.300.000  |
| 2. 01/BAST/SDBSTB/IV/2014 30-Apr-14                                                                                                                                                           | 10 unit bus Medium Hino type/ 10 units of<br>Medium Bus Hino Type                                           | 4.967.000.005   |
| 3. KU.003/3/11/SATKER-25-Mar-15                                                                                                                                                               | 45 unit bus ukuran sedang (perintis)/<br>45 units of medium-sized bus (pioneer)                             | 18.762.975.000  |
| 4. PL.301/5/4/SDBSTP/IV/2015                                                                                                                                                                  | 10 unit bus ukuran sedang AC (Pemadu<br>Moda)/10 units of medium-sized buses AC<br>(Intermodal/shuttle bus) | 5.484.600.000   |
| 5. PL301/6/4/SDBSTP /IV/2015-07Apr-15                                                                                                                                                         | 15 bus ukuran besar AC (BRT)/ 15 large<br>size AC buses (BRT)                                               | 16.905.537.000  |
| 6. PL.301/1/4/SDBSTP/IV/201-24Apr-15                                                                                                                                                          | 15 bus Aglomerasi/ 15 Agglomeration Bus                                                                     | 178.969.000.050 |
| 7. KU.003/47/1/SATKER-LLAJ/2016                                                                                                                                                               | 75 unit bus Perintis Non AC/<br>75 units of Non AC Pioneer buses                                            | 33.742.500.000  |
| 8. KU.003/47/1/SATKER-LLAJ/2016                                                                                                                                                               | 50 unit Bus Perintis AC/<br>50 units of AC Pioneer buses                                                    | 27.975.000.000  |
| Jumlah/ Total                                                                                                                                                                                 |                                                                                                             | 310.794.912.055 |



**24. EKUITAS (lanjutan)**

**24.3 Bantuan Pemerintah yang Belum  
Ditentukan Statusnya (BPYBDS)  
(lanjutan)**

Berdasarkan notulen rapat rekonsiliasi nilai BPYDS per semester I tahun 2018 pada tanggal 18 Juli 2018 antara Kasubdit KDN II Kementerian Keuangan RI dengan Perusahaan Umum (Perum) DAMRI diperoleh hasil, sebagai berikut:

- (i) Untuk seluruh BMN yang telah dioperasikan oleh BUMN berdasarkan Berita Acara Serah Terima definitif, dan telah tercatat pada laporan keuangan BUMN sebagai BPYBDS yang perolehannya sebelum 31 Desember 2018, penyelesaian menggunakan mekanisme penambahan PMN sebagaimana diatur dalam UU APBN.
- (ii) Berita acara serah terima hasil pekerjaan untuk dipergunakan dalam tugas-tugas operasional No. KU.003/BAST-BRT/2/II/SATKER-DAMRI/2018 dan No. KU.003/BAST-BRT/3/III/SATKER-DAMRI/2018 masing-masing menyatakan bahwa Satuan Kerja Direktorat Angkatan Darat dan Multimoda menyerahkan 169 unit bus BRT EURO II Engine Model 2 pintu (APBN-P) dan 184 unit bus Perintis kepada Perusahaan Umum (Perum) DAMRI dengan harga perolehan masing-masing sebesar Rp 197.991.400.000 dan Rp 107.617.800.000 atau seluruhnya sebesar Rp 305.609.200.000, belum dicatat sebagai aset tetap dalam laporan keuangan tahun 2019 karena masih menunggu reviu dari BPKP.

**24. EQUITY (continued)**

**24.3 Undefined Status Government  
Assistance (BPYBDS) (continued)**

Based on the minutes of the reconciliation meeting BPYDS value As of semester I of 2018 dated 18 July 2018 between the Head of Sub Directorate of KDN II Ministry of Finance of the Republic of Indonesia and Perusahaan Umum (Perum) DAMRI, the following results were obtained:

- (i) For all BMN which has been operated by SOE based on the handover definitive, and has been recorded in the SOE financial statements as BPYBDS which were obtained before 31 December, 2018, the settlement is using the mechanism of adding state equity participation as stipulated in the UU APBN.
- (ii) Handover minutes of work results to be used in operational tasks No. KU.003/BAST-BRT/2/II/SATKER-DAMRI/2018 and No. KU.003/BASTBRT/3/III/SATKER-DAMRI/2018 each stated that the Directorate of Army and Multimodal Work Unit handed over 169 units of 2-doors BRT EURO II Engine Model (APBN-P) and 184 units of Pioneer buses to Perusahaan Umum (Perum) DAMRI amounting to Rp 197,991,400,000 and Rp 107,617,800,000 or a total of Rp 305,609,200,000, has not been recorded as a fixed asset in the 2019 financial statements because it is still awaiting review from the BPKP (Indonesia's National Government Internal Auditor).

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**24. EKUITAS (lanjutan)**

**24. EQUITY (continued)**

**24.4 Modal Sumbangan**

**24.4 Donated Capital**

Perusahaan mendapatkan modal  
sumbangan/ hibah, berupa:

*The Company receives donation/ grant  
capital, in the form of:*

|                                                                                                                                                                                         | 2020          | 2019          |                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 (dua) unit Bus Hino Dutro 110 LD, dari Pemerintah Provinsi Maluku melalui Dinas Perhubungan Provinsi Maluku berdasarkan Berita Acara Serah Terima Bus Perintis No.27/SKPLLAJM/VI/2009 | 538.890.000   | 538.890.000   | 2 (two) units of the 110 LD Hino Dutro Bus, from the Maluku Provincial Government through the Maluku Province Transportation Agency based on minutes of handover of pioneer bus No.27/SKPLLAJM/VI/2009. |
| Sebidang tanah seluas 4.000 m <sup>2</sup> terletak di Desa Lala, Kabupaten Lala kepada Perum DAMRI Cabang Namlea                                                                       | 100.000.000   | 100.000.000   | A plot of land with an area of 4,000 sqm is located in Lala Village, Lala Regency to Perum Damri Namlea Branch                                                                                          |
| Bangunan pool DAMRI Manokwari terletak di Sowi Kabupaten Manokwari, berdasarkan BAST No:900/09/BA/HUBKOMI NFO/2016                                                                      | 3.627.363.000 | 3.627.363.000 | Pool building at DAMRI Manokwari located in Sowi Manokwari Regency, based on BAST No.: 900/09/BA/HUBKOMINFO /2016                                                                                       |
| Jumlah                                                                                                                                                                                  | 4.266.253.000 | 4.266.253.000 | Total                                                                                                                                                                                                   |

**24.5 Cadangan Modal**

**24.5 Capital Reserves**

Tahun 2020

Sesuai dengan Persetujuan Laporan tahunan dan Pengesahan Laporan Keuangan (Audited) Perusahaan Umum (Perum) DAMRI tahun Buku 2019 No. S-538/MBU/07/2020 tanggal 29 Juli 2020, menetapkan laba bersih Perusahaan Umum (Perum) DAMRI tahun 2019 seluruhnya dialokasikan sebagai cadangan sebesar Rp 43.262.415.205, sebagai berikut:

In 2020

Based on the approval and ratification of the annual report and financial reports (Audited) of Perusahaan Umum (Perum) DAMRI 2019 No. S-538/MBU/07/2020 dated 29 July 2020, determine the net income of Perusahaan Umum (Perum) DAMRI in 2019 are all allocated as reserves, dividend and environmental guidance amounting to Rp 43,262,415,205 as follows:

|                                           |   |                |
|-------------------------------------------|---|----------------|
| - Dividen/ Dividend                       | : | -              |
| - Bina Lingkungan/ Environmental Guidance | : | -              |
| - Cadangan/ Reserves                      | : | 43.262.415.205 |



**24. EKUITAS (lanjutan)**

**24. EQUITY (continued)**

**24.5 Cadangan Modal (lanjutan)**

**24.5 Capital Reserves (continued)**

Tahun 2019

Sesuai dengan Persetujuan Laporan tahunan dan Pengesahan Laporan Keuangan (Audited) Perusahaan Umum (Perum) DAMRI tahun Buku 2018 No. S-366/MBU/05/2019 tanggal 28 Mei 2019, menetapkan laba bersih Perusahaan Umum (Perum) DAMRI tahun 2018 seluruhnya dialokasikan sebagai cadangan sebesar Rp 21.562.478.886, sebagai berikut:

|                                           |                  |
|-------------------------------------------|------------------|
| - Dividen/ Dividend                       | : -              |
| - Bina Lingkungan/ Environmental Guidance | : -              |
| - Cadangan/ Reserves                      | : 21.562.478.886 |

In 2019

Based on the approval and ratification of the annual report and financial reports (Audited) of Perusahaan Umum (Perum) DAMRI 2018 No. S-366/MBU/05/2019 dated 28 May, 2019, determine the net income of Perusahaan Umum (Perum) DAMRI in 2018 are all allocated as reserves, dividend and environmental guidance amounting to Rp 21,562,478,886, as follows:

|   |                  |
|---|------------------|
| - | : -              |
| - | : -              |
| - | : 21.562.478.886 |

**24.6 Penghasilan Komprehensif Lain**

**24.6 Other Comprehensive Income**

Penghasilan (beban) komprehensif lain, yaitu berasal dari transaksi yang menurut Standar Akuntansi Keuangan merupakan pos-pos yang tidak direklasifikasi ke laba rugi. Dalam hal ini untuk tahun 2020 dan 2019 masing-masing sebesar Rp (131.436.835.517) dan Rp (53.031.234.775) yang berasal dari perhitungan aktuaris dan diakui sebagai penghasilan (beban) komprehensif lain. (Catatan 24)

Other comprehensive income (expenses), is derived from transactions which according to Financial Accounting Standards are items that are not reclassified to profit or loss. In this case for 2020 and 2019 this account is amounting to Rp (131.436.835.517) and Rp (53.031.234.775) originating from the calculation by actuary and recognized as other comprehensive income (expenses). (Note 24)



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**25. PENDAPATAN ANGKUTAN**

**25. TRANSPORTATION REVENUES**

|                                      | 2020            | 2019              |                                         |
|--------------------------------------|-----------------|-------------------|-----------------------------------------|
| Pendapatan Operasional:              |                 |                   | <i>Operating income:</i>                |
| Angkutan Penumpang                   | 521.744.390.192 | 1.064.663.687.473 | <i>Passenger transportation</i>         |
| Angkutan Barang                      | 31.231.280.030  | 32.616.654.247    | <i>Freight transportation</i>           |
| Jasa Perbengkelan                    | -               | 95.201.250        | <i>Workshop service</i>                 |
| Jumlah                               | 552.975.670.222 | 1.097.375.542.970 | <i>Total</i>                            |
| Pendapatan Operasional dari Subsidi: |                 |                   | <i>Operating income from Subsidies:</i> |
| Perintis                             | 109.396.407.381 | 114.195.943.213   | <i>Pioneer</i>                          |
| KSPN                                 | 42.893.064.611  | -                 | <i>KSPN</i>                             |
| Pelayanan Masyarakat                 | 15.693.799.471  | 5.213.945.156     | <i>Public service obligation</i>        |
| Angkutan Barang Perintis             | 4.495.394.853   | -                 | <i>Pioneer Freight</i>                  |
| Pemerintah Daerah                    | 107.123.627     | 13.777.343.417    | <i>Regional government</i>              |
| Jumlah                               | 172.585.789.943 | 133.187.231.786   | <i>Total</i>                            |
| Potongan Harga                       | (221.637.411)   | (1.084.072.331)   | <i>Discount</i>                         |
| Jumlah Pendapatan Usaha              | 725.339.822.754 | 1.229.478.702.425 | <i>Total operating revenue</i>          |

**26. PENDAPATAN BUKAN ANGKUTAN**

**26. NON TRANSPORTATION REVENUES**

|                                | 2020           | 2019           |                                     |
|--------------------------------|----------------|----------------|-------------------------------------|
| Ganti Rugi Pihak Ketiga-bersih | 8.651.993.996  | 1.103.954.205  | <i>Third party compensation-net</i> |
| Sewa Lahan dan Bangunan        | 1.354.266.196  | 2.272.879.344  | <i>Land and building rent</i>       |
| Iklan/ Reklame                 | 720.856.222    | 3.742.359.457  | <i>Advertising</i>                  |
| Denda                          | 12.566.382     | 180.802.434    | <i>Penalty</i>                      |
| Jumlah                         | 10.739.682.796 | 7.299.995.4340 | <i>Total</i>                        |

**27. LAINNYA**

**27. OTHERS**

|                         | 2020          | 2019          |                                 |
|-------------------------|---------------|---------------|---------------------------------|
| Komisi Locket           | 895.518.720   | 2.931.477.512 | <i>Counter commission</i>       |
| Kompensasi Pihak Ketiga | 150.049.063   | 2.059.240.107 | <i>Third party compensation</i> |
| Pembatalan Tiket        | 128.884.378   | 74.562.525    | <i>Ticket cancellation</i>      |
| Lainnya                 | 1.081.252.700 | 106.984.916   | <i>Others</i>                   |
| Jumlah                  | 2.255.704.861 | 5.172.265.060 | <i>Total</i>                    |

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**28. BEBAN OPERASIONAL**

**28. OPERATING EXPENSES**

|                              | 2020            | 2019            |                           |
|------------------------------|-----------------|-----------------|---------------------------|
| <b>BEBAN LANGSUNG:</b>       |                 |                 | <b>DIRECT EXPENSES:</b>   |
| Beban Bahan Bakar            | 148.066.223.703 | 236.512.942.160 | Fuel expenses             |
| Beban Kendaraan:             |                 |                 | Vehicle expenses:         |
| Ban Luar/Dalam               | 22.989.144.252  | 34.572.618.858  | Outside/ inside tyre      |
| Pelumas                      | 6.330.334.071   | 10.675.489.252  | Lubricant                 |
| Ban Vulkanisir               | 611.543.820     | 1.248.251.747   | Retread tyre              |
| Tambal Ban                   | 830.406.397     | 121.851.369     | Tyre patches              |
| Sub jumlah                   | 178.827.652.243 | 283.131.153.386 | Subtotal                  |
| Beban Personalia:            |                 |                 | Personnel Expenses:       |
| Gaji & Tunjangan:            |                 |                 | Salaries and allowances:  |
| Pengemudi Bus & Truk         | 113.356.079.766 | 108.932.608.932 | Bus & Truck Driver        |
| Mitra                        | 22.472.407.468  | 24.322.022.542  | Partner                   |
| Pegawai Teknik               | 21.870.988.533  | 22.982.688.227  | Technical Staff           |
| Uang Dinas Jalan:            |                 |                 | Out of Pocket Expenses :  |
| Pengemudi                    | 44.337.853.643  | 65.109.700.195  | Driver                    |
| Premi Melampaui Target       | -               | 6.849.148.551   | Over Target               |
| Borongan                     | -               | 5.642.823.816   | Chartered                 |
| Kondektur                    | -               | 3.240.152.377   | Conductor                 |
| Sub jumlah                   | 202.037.329.410 | 237.079.144.640 | Subtotal                  |
| <b>BEBAN TIDAK LANGSUNG:</b> |                 |                 | <b>INDIRECT EXPENSES:</b> |
| Beban Penyusutan:            |                 |                 | Depreciation Expenses:    |
| Penyusutan Bus               | 130.932.834.579 | 127.379.860.494 | Bus Depreciation          |
| Penyusutan Truk              | 198.477.648     | 5.658.000       | Truck Depreciation        |
| Sub jumlah                   | 131.131.312.227 | 127.385.518.494 | Subtotal                  |

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**28. BEBAN OPERASIONAL (lanjutan)**

**28. OPERATING EXPENSES (continued)**

|                                        | 2020            | 2019            |                                          |
|----------------------------------------|-----------------|-----------------|------------------------------------------|
| Beban Pemeliharaan & Perawatan:        |                 |                 | <i>Repair and maintenance expenses:</i>  |
| Ganti Material/ Parts lainnya          | 27.971.348.979  | 47.438.865.518  | <i>Other spare part replacement</i>      |
| Pencucian Bus                          | 8.292.545.076   | 9.220.754.150   | <i>Bus cleaning</i>                      |
| Pengecatan <i>Body</i>                 | 2.893.999.457   | 4.739.289.279   | <i>Bus body paints</i>                   |
| Perbaikan Suku Cadang                  | 2.803.005.989   | 9.962.537.060   | <i>Repair of spare parts</i>             |
| Pemakaian Filter oli solar udara       | 2.680.406.626   | 4.296.650.037   | <i>Oil, diesel and air filter</i>        |
| Pemakaian Kampas Rem Kopling           | 2.604.341.867   | 4.802.116.151   | <i>Clutch brake lining usage</i>         |
| Servis Bengkel Luar                    | 2.239.118.901   | 2.562.323.839   | <i>Outer workshop service</i>            |
| Ganti Peralatan/ Perlengkapan          | 1.874.353.151   | 3.090.021.895   | <i>Equipment/ tools replacement</i>      |
| Pemakaian Suku Cadang AC               | 1.745.028.144   | 3.323.191.499   | <i>Air conditioner spare parts</i>       |
| Pemakaian <i>Fan-belt</i> , air accu   | 1.436.961.599   | 2.970.269.174   | <i>Fan-belt, battery liquid</i>          |
| Pemakaian <i>Bearing</i> , <i>Bush</i> | 1.158.403.879   | 1.860.834.407   | <i>Bearing, bush usage</i>               |
| Perbengkelan                           | 459.286.776     | 321.588.842     | <i>Workshop</i>                          |
| Pemakaian Freon                        | 422.356.123     | 772.748.457     | <i>Refrigerant</i>                       |
| Material Anti Karat <i>Body</i>        | 373.338.678     | 65.916.864      | <i>Ruse proofing material</i>            |
| Perawatan Mesin Bengkel                | 146.531.617     | 276.724.512     | <i>Maintenance of workshop machinery</i> |
| Pemakaian Bahan-bahan Kimia            | 60.957.695      | 178.148.137     | <i>Chemicals</i>                         |
| Gas Oksigen                            | 15.518.003      | 90.271.400      | <i>Use of oxygen gas</i>                 |
| Sub jumlah                             | 57.177.502.560  | 95.972.251.220  | <i>Subtotal</i>                          |
| Beban Lainnya:                         |                 |                 | <i>Other expenses:</i>                   |
| Penyebrangan                           | 28.109.666.569  | 49.608.260.434  | <i>Ferry services</i>                    |
| Karcis Tol                             | 13.824.673.895  | 23.716.109.819  | <i>Toll ticket</i>                       |
| Sewa Kendaraan Operasional             | 9.299.577.918   | 29.036.204.831  | <i>Vehicle rent</i>                      |
| Asuransi Operasional                   | 7.656.567.159   | 6.306.804.669   | <i>Operating insurance</i>               |
| Pengamanan Lintas                      | 3.472.768.578   | 6.584.421.821   | <i>Street guard</i>                      |
| Sewa Lahan                             | 3.465.968.905   | 4.452.677.901   | <i>Land rent</i>                         |
| Terminal                               | 2.799.036.693   | 5.749.885.994   | <i>Bus station</i>                       |
| Surat-Surat Kendaraan                  | 2.662.825.357   | 3.629.527.378   | <i>Vehicle license</i>                   |
| Pajak Kendaraan                        | 2.000.319.000   | 3.192.618.772   | <i>Vehicle tax</i>                       |
| Kendaraan Kecelakaan                   | 507.712.781     | 830.314.069     | <i>Vehicle accident</i>                  |
| Pengangkutan                           | 486.656.820     | -               | <i>Freight</i>                           |
| Sub jumlah                             | 74.285.773.676  | 133.106.825.687 | <i>Subtotal</i>                          |
| Jumlah                                 | 643.459.570.115 | 876.674.893.426 | <i>Total</i>                             |



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**29. BEBAN PEMASARAN**

**29. MARKETING EXPENSES**

|                      | 2020           | 2019           |                             |
|----------------------|----------------|----------------|-----------------------------|
| Konsesi Usaha        | 9.387.619.257  | 12.420.783.948 | <i>Business concessions</i> |
| <i>Extra Service</i> | 5.762.502.556  | 20.079.991.079 | <i>Extra service</i>        |
| Komisi Agen          | 5.351.281.213  | 11.907.798.821 | <i>Agent commission</i>     |
| Bongkar Muat Barang  | 2.216.266.414  | 2.808.658.370  | <i>Unloading goods</i>      |
| <i>Marketing Fee</i> | 1.170.234.896  | 2.991.099.903  | <i>Marketing fee</i>        |
| Promosi              | 1.130.650.244  | 4.304.125.507  | <i>Promotion</i>            |
| Komisi Transit       | -              | 1.103.402.646  | <i>Transit commission</i>   |
| Lainnya              | 2.168.993.915  | 1.963.996.000  | <i>Others</i>               |
| Jumlah               | 27.187.548.495 | 57.579.856.274 | <i>Total</i>                |

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**30. BEBAN UMUM DAN ADMINISTRASI**      **30. GENERAL AND ADMINISTRATIVE EXPENSES**

|                                | 2020            | 2019            |                                  |
|--------------------------------|-----------------|-----------------|----------------------------------|
| Gaji & Tunjangan               | 97.918.364.361  | 105.113.457.709 | Salaries and allowances          |
| Hak-hak Karyawan               | 17.460.652.769  | 19.119.024.295  | Employee rights                  |
| Makan/ Minum Pegawai           | 21.506.328.618  | 26.881.911.487  | Employee meal expenses           |
| Transport                      | 22.029.830.710  | 21.706.484.527  | Transportation                   |
| Imbalan Pasca Kerja            | 25.978.852.730  | 25.259.684.511  | Employee benefits                |
| Imbalan Pasca Kerja Pesangon   | 24.894.886.909  | -               | Employee benefits                |
| Pajak dan Retribusi            | 18.207.724.562  | 17.604.148.517  | Tax and retribution              |
| Kantor                         | 12.359.683.582  | 14.500.726.307  | Office                           |
| Sumbangan                      | 5.563.421.756   | 3.550.988.708   | Donation                         |
| Perjalanan Dinas               | 4.733.809.714   | 10.883.201.619  | Official travel                  |
| Jamuan Tamu Dinas/ Relasi      | 3.669.435.016   | 3.552.585.301   | Entertainment                    |
| Operasional Kendaraan Dinas    | 3.635.851.849   | 3.440.756.746   | Operational vehicle service      |
| Perawatan Bangunan/ Inventaris | 2.862.205.970   | 3.555.378.080   | Building maintenance/ Inventory  |
| Asuransi Non Operasional       | 2.633.897.251   | 1.860.208.972   | Non-operational insurance        |
| Penyisihan Piutang             | 2.181.024.680   | -               | Bad debt allowance               |
| Rapat Dinas                    | 1.835.370.905   | 1.795.803.713   | Official meeting                 |
| Perayaan Hari Besar            | 1.472.267.774   | 3.221.998.218   | Commemoration day                |
| Penyusutan Alat Penunjang      | 6.056.757.722   | 6.186.604.776   | Depreciation of supporting tools |
| Penyusutan Aset Hak Guna       | 699.591.886     | -               | Depreciation of Right of used    |
| Amortisasi HGB                 | 24.080.661      | -               | Amortization of HGB              |
| Biaya Lelang                   | 831.046.280     | 673.511.846     | Auction fee                      |
| Pakaian Dinas                  | 774.660.400     | 2.280.556.970   | Official uniform                 |
| Ongkos kirim alat produksi     | 741.545.437     | -               | Shipping of production tools     |
| Penurunan Nilai Aset           | 649.258.283     | 24.080.661      | Impairment of assets             |
| Bonus                          | 645.375.694     | 5.713.850.898   | Bonus                            |
| Surat Kabar                    | 50.327.258      | 151.257.182     | Newsletter                       |
| Denda Administrasi Pajak       | -               | 80.274.588      | Tax administration penalty       |
| Lain-lain                      | 182.891.058     | 106.753.681     | Others                           |
| Jumlah                         | 279.599.143.835 | 277.263.249.311 | Total                            |

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| <b>31. PENDAPATAN (BEBAN) LAIN-LAIN</b><br>(lanjutan) |                  | <b>31. OTHERS</b><br>(continued) | <b>INCOME (EXPENSE)</b>  |
|-------------------------------------------------------|------------------|----------------------------------|--------------------------|
|                                                       | 2020             | 2019                             |                          |
| Penjualan Aset                                        | 257.825.591      | 41.183.000.000                   | Sale of Assets           |
| Penjualan Barang Bekas                                | 400.479.250      | 2.202.334.980                    | Sale of Used Goods       |
| Subumlah                                              | 658.304.841      | 43.385.334.980                   | Subtotal                 |
| Beban Lain-lain:                                      |                  |                                  | Other Expenses:          |
| Ganti Rugi Pihak Ketiga                               | (3.799.844.327)  | (4.322.457.935)                  | Third Party Compensation |
| Jasa Pihak Ketiga                                     | (10.894.960.654) | (6.782.456.332)                  | Third Party Services     |
| Denda                                                 | (510.249.458)    | -                                | Fine                     |
| Subjumlah                                             | (15.205.054.439) | (11.104.914.267)                 | Subtotal                 |
| Jumlah                                                | (14.546.749.598) | 32.280.420.713                   | Total                    |

**32. PENDAPATAN (BEBAN) KEUANGAN**      **32. FINANCE (COST) INCOME**

|                      | 2020             | 2019             |                          |
|----------------------|------------------|------------------|--------------------------|
| Pendapatan Keuangan: |                  |                  | Finance Income:          |
| Bunga Deposito       | 2.022.825.277    | 3.950.640.399    | Deposit Interest         |
| Jasa Giro            | 950.855.570      | 757.727.277      | Current Account Services |
| Beban Keuangan:      |                  |                  | Finance Cost:            |
| Bunga Pinjaman       | (17.022.593.146) | (17.597.180.789) | Interest Expenses        |
| Administrasi Bank    | (1.712.212.524)  | (1.859.217.652)  | Bank Administration      |
| Denda Leasing        | (1.007.650)      | (38.766.483)     | Leasing Penalty          |
| Jumlah               | (15.762.132.473) | (14.786.797.248) | Total                    |



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**33. TRANSAKSI DENGAN PIHAK-PIHAK  
 BERELASI (lanjutan)**

Dalam kegiatan usahanya, Perseroan melakukan transaksi tertentu dengan pihak-pihak berelasi diantaranya adalah Perseroan menempatkan dana pada Bank Pemerintah dengan persyaratan dan tingkat bunga normal sebagaimana berlaku untuk nasabah bank pihak ketiga. (Lihat catatan 5)

Transaksi dengan pihak-pihak berelasi pada tanggal laporan posisi keuangan, sebagai berikut:

**33. TRANSACTIONS WITH RELATED  
 PARTIES (continued)**

In the normal course of business, the Company carries out certain transactions with related parties including placing funds in Government Banks with the terms and normal interest rates as applicable to customers of third party banks. (See note 5)

Transactions with related parties at the statement of financial position date are as follows:

|                          | 2020           | 2019           |                          |
|--------------------------|----------------|----------------|--------------------------|
| Deposito (Catatan 5)     |                |                | Deposits (Note 5)        |
| PT Bank Rakyat Indonesia |                |                | PT Bank Rakyat Indonesia |
| Agroniaga Tbk            | 10.000.000.000 | 8.500.000.000  | Agroniaga Tbk            |
| PT Bank Tabungan Negara  |                |                | PT Bank Tabungan Negara  |
| (Persero) Tbk            | 1.365.759.400  | 6.906.167.509  | (Persero) Tbk            |
| PT Bank Mandiri          |                |                | PT Bank Mandiri          |
| (Persero) Tbk            | -              | 7.000.000.000  | (Persero) Tbk            |
| Jumlah                   | 11.365.759.400 | 22.406.167.509 | Total                    |

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**33. TRANSAKSI DENGAN PIHAK-PIHAK**  
**BERELASI (lanjutan)**

**33. TRANSACTIONS WITH RELATED**  
**PARTIES (continued)**

|                                            | 2020                 | 2019                  |                                         |
|--------------------------------------------|----------------------|-----------------------|-----------------------------------------|
| <b>Piutang</b>                             |                      |                       | <b>Account Receivable</b>               |
| <b>Pihak Berelasi:</b>                     |                      |                       | <b>Related Parties:</b>                 |
| Asosiasi Perusahaan Pelayanan              |                      |                       | Asosiasi Perusahaan Pelayanan           |
| Pemulangan TKI                             | 2.658.072.000        | 712.251.846           | Pemulangan TKI                          |
| Subsidi Perintis                           | 1.301.385.854        | 1.646.319.395         | Subsidi Perintis                        |
| PT Angkasa Pura II (Persero)               | 958.800.000          | 3.746.045.366         | PT Angkasa Pura II (Persero)            |
| DISHUB Batam                               | 404.861.071          | 404.452.374           | DISHUB Batam                            |
| BPTD Wilayah XIII                          |                      |                       | BPTD Wilayah XIII                       |
| PROV. SULSEL dan SULBAR                    | 403.851.650          | -                     | - PROV. SULSEL dan SULBAR               |
| (Persero) Tbk                              | -                    | 2.274.373.750         | (Persero) Tbk                           |
| Dishub/ Provinsi                           | -                    | 1.496.111.652         | Dishub/ Provinsi                        |
| Lainnya (rata-rata dibawah<br>Rp300 juta)  | 1.953.800.605        | 2.556.419.302         | Others (mostly below<br>Rp 300 million) |
| <b>Jumlah</b>                              | <b>8.101.171.180</b> | <b>12.835.973.685</b> | <b>Total</b>                            |
| <b>Utang</b>                               |                      |                       | <b>Account payable</b>                  |
| <b>Pihak Berelasi :</b>                    |                      |                       | <b>Related Parties:</b>                 |
| PT. Angkasa Pura II                        | 840.767.371          | -                     | PT. Angkasa Pura II                     |
| KEMENTRIAN                                 |                      |                       | Ministry of                             |
| PERHUBUNGAN                                | 124.921.956          | -                     | Transportation                          |
| BPKPD Surabaya                             | 110.210.300          | -                     | BPKPD Surabaya                          |
| Lainnya (rata-rata dibawah<br>Rp 100 juta) | 57.019.381           | -                     | Others (mostly below<br>Rp 100 milion)  |
| <b>Jumlah</b>                              | <b>1.132.919.008</b> | <b>-</b>              | <b>Total</b>                            |

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**33. TRANSAKSI DENGAN PIHAK-PIHAK**  
**BERELASI (lanjutan)**

**33. TRANSACTIONS WITH RELATED**  
**PARTIES (continued)**

|                         | 2020           | 2019 |                     |
|-------------------------|----------------|------|---------------------|
| Utang Bank (Catatan 20) |                |      | Bank Loan (Note 20) |
| PT Bank Mandiri Tbk     | 20.000.000.000 | -    | PT Bank Mandiri Tbk |
| Jumlah                  | 20.000.000.000 | -    | Total               |

Sifat hubungan dan jenis transaksi yang  
material dengan pihak berelasi, sebagai  
berikut:

*The nature of relationships and types of  
material transactions with related parties  
are as follows:*

| No. | Pihak berelasi/<br><i>Related parties</i> | Sifat berelasi/<br><i>Relationship</i>                                                                                    | Nature of                 | Jenis transaksi/<br><i>Type of transaction</i>                                    |
|-----|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------------------------------|
| 1)  | PT Bank Mandiri<br>(Persero), Tbk.        | Institusi Keuangan yang<br>Dikendalikan oleh<br>Pemerintah RI/<br>Institutions Controlled by the<br>Indonesian Government | yang<br>oleh<br>Financial | Penempatan Kas dan<br>Bank, Deposito/<br>Placement of Cash and Banks,<br>Deposits |



**34. TUJUAN DAN KEBIJAKAN  
MANAJEMEN RISIKO KEUANGAN**  
(lanjutan)

**a. Risiko Tingkat Bunga**

Risiko bunga adalah risiko dimana nilai wajar atau arus kas kontraktual dari suatu instrumen keuangan akan terpengaruh akibat perubahan suku bunga pasar. Eksposur Perusahaan yang terpengaruh risiko bunga terkait dengan sewa pembiayaan.

Tabel berikut adalah nilai tercatat berdasarkan jatuh temponya atas aset dan liabilitas keuangan Perusahaan yang terkait risiko bunga:

**34. THE OBJECTIVE AND POLICIES OF  
FINANCIAL RISK MANAGEMENT**  
(continued)

**a. Interest Rate Risk**

Interest risk is the risk that the fair value or contractual cash flows that come from a financial instrument will be affected by changes in market interest rates. The Company's exposure to interest risk is related to finance leases.

The following table is the carrying amount based on the maturity of the Company's financial assets and liabilities related to interest risk:

31 Desember 2020 / December 2020

|             | Suku Bunga dan<br>Deposito / Interest<br>Rates and<br>Deposits (%) | Jatuh Tempo<br>dalam satu tahun/<br>Due in<br>one year | Jatuh tempo<br>pada tahun<br>ke-2 / Due in<br>the 2nd year | Jumlah / Total |                  |
|-------------|--------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------|----------------|------------------|
| Keterangan: |                                                                    |                                                        |                                                            |                | Description:     |
| Aset:       |                                                                    |                                                        |                                                            |                | Assets:          |
| Kas dan     |                                                                    |                                                        |                                                            |                | Cash and         |
| Setara Kas  | 6,60 - 7,50                                                        | 73.874.659.298                                         | -                                                          | 73.874.659.298 | Cash Equivalents |
| Liabilitas: |                                                                    |                                                        |                                                            |                | Liability:       |
| Utang Sewa  |                                                                    |                                                        |                                                            |                | Finance lease    |
| Pembiayaan  | -                                                                  | 2.014.310.039                                          | -                                                          | 2.014.310.039  | payable          |

31 Desember 2019 / December 2019

|             | Suku Bunga dan<br>Deposito / Interest<br>rates and<br>deposits (%) | Jatuh Tempo<br>dalam satu tahun/<br>Due in<br>one year | Jatuh tempo<br>pada tahun<br>ke-2 / Due in<br>the 2nd year | Jumlah / Total  |                  |
|-------------|--------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------|-----------------|------------------|
| Keterangan: |                                                                    |                                                        |                                                            |                 | Description:     |
| Aset:       |                                                                    |                                                        |                                                            |                 | Assets:          |
| Kas dan     |                                                                    |                                                        |                                                            |                 | Cash and         |
| Setara Kas  | 6,60 - 7,50                                                        | 146.091.972.029                                        | -                                                          | 146.091.972.029 | Cash Equivalents |
| Liabilitas: |                                                                    |                                                        |                                                            |                 | Liability:       |
| Utang Sewa  |                                                                    |                                                        |                                                            |                 | Finance lease    |
| Pembiayaan  | -                                                                  | 112.114.122.387                                        | -                                                          | 112.114.122.387 | payable          |

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**34. TUJUAN DAN KEBIJAKAN**  
**MANAJEMEN RISIKO KEUANGAN**  
(lanjutan)

**34. THE OBJECTIVE AND POLICIES OF**  
**FINANCIAL RISK MANAGEMENT**  
(continued)

b. Risiko Nilai Tukar

b. *Exchange Rate Risk*

Risiko nilai tukar adalah risiko dimana nilai wajar atau kurs kas kontraktual masa datang dari suatu instrumen keuangan akan terpengaruh akibat perubahan nilai tukar. Perusahaan tidak memiliki eksposur dalam mata uang asing yang timbul dari transaksi operasionalnya.

*Exchange rate risk is the risk that the fair value or future contractual cash rate of an financial instrument will be affected by changes in exchange rates. The Company has no exposure in foreign currencies arising from its operational transactions.*

Risiko kredit adalah risiko bahwa Perusahaan akan mengalami kerugian yang timbul dari pelanggan atau pihak lawan yang gagal memenuhi kewajiban kontraktualnya. Manajemen berpendapat bahwa tidak terdapat risiko kredit yang terkonsentrasi secara signifikan. Perusahaan mengendalikan risiko kredit dengan cara melakukan penelaahan secara berkala atas piutang untuk mengurangi jumlah piutang tak tertagih. Eksposur Perusahaan yang terpengaruh risiko kredit terutama terkait dengan piutang usaha.

*Credit risk is the risk that the Company will experience a loss arising from the customer or the counterparty who failed meets its contractual obligations. Management believes that there is no significant concentrated credit risk. The Company controls credit risk by conducting periodic reviews of receivables to reduce the amount of uncollectible accounts. The Company's exposure to credit risk is mainly related to trade accounts receivable.*

c. Risiko Likuiditas

c. *Liquidity Risk*

Risiko likuiditas adalah risiko kerugian yang timbul karena Perusahaan tidak memiliki arus kas yang cukup untuk menentukan kewajibannya. Berikut adalah jadwal jatuh tempo aset dan liabilitas keuangan berdasarkan pembayaran kontraktual yang tidak didiskontokan pada tanggal 31 Desember 2020 dan 2019.

*Liquidity risk is the risk of loss that arises because the Company does not have sufficient cash flow to determine its obligations. The following is the maturity schedule of financial assets and liabilities based on undiscounted contractual payments as of 31 December 2020 and 2019.*

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**34. TUJUAN DAN KEBIJAKAN**  
**MANAJEMEN RISIKO KEUANGAN**  
(lanjutan)

**34. THE OBJECTIVE AND POLICIES OF**  
**FINANCIAL RISK MANAGEMENT**  
(continued)

c. Risiko Likuiditas (lanjutan)

c. *Liquidity Risk (continued)*

31 Desember 2020 / December 2020

|                      | < 1 tahun/<br>< year | 1-2 tahun/<br>1-2 years | > 3 tahun/<br>> years | Jumlah/ Total   |                     |
|----------------------|----------------------|-------------------------|-----------------------|-----------------|---------------------|
| <b>ASET</b>          |                      |                         |                       |                 | <b>ASSETS</b>       |
| Kas dan              |                      |                         |                       |                 | Cash and            |
| Setara Kas           | 73.874.659.298       | -                       | -                     | 73.874.659.298  | Cash equivalents    |
| Piutang Usaha        | 24.301.465.371       | -                       | -                     | 24.301.465.371  | Accounts receivable |
| Piutang Lain-lain    | 5.426.901.415        | -                       | -                     | 5.426.901.415   | Other receivables   |
| Persediaan           | 8.749.760.084        | -                       | -                     | 8.749.760.084   | Inventories         |
| Biaya dibayar dimuka | 800.553.717          | -                       | -                     | 800.553.717     | Prepaid expenses    |
| Uang muka            | 12.095.093.495       | -                       | -                     | 12.095.093.495  | Advances            |
| Jumlah Aset          | 125.248.433.380      | -                       | -                     | 125.248.433.380 | Total Assets        |
| <b>LIABILITAS</b>    |                      |                         |                       |                 | <b>LIABILITIES</b>  |
| Utang Usaha          | 41.424.048.152       | -                       | -                     | 41.424.048.152  | Accounts payable    |
| Pendapatan           |                      |                         |                       |                 | Unearned            |
| diterima dimuka      | 3.376.516.487        | -                       | -                     | 3.376.516.487   | revenues            |
| Beban akrual         | 1.253.605.961        | -                       | -                     | 1.253.605.961   | Accrued expenses    |
| Utang Pajak          | 1.805.698.662        | -                       | -                     | 1.805.698.662   | Taxes payable       |
| Utang Bank           | 23.738.099.112       | -                       | -                     | 23.738.099.112  | Bank loans          |
| Utang Lain-lain      | 51.349.314.589       | -                       | -                     | 51.349.314.589  | Other payables      |
| Jumlah Liabilitas    | 122.947.282.963      | -                       | -                     | 122.947.282.963 | Total liabilities   |
| Selisih              | 2.301.150.417        |                         |                       | 2.301.150.417   | Difference          |



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**34. TUJUAN DAN KEBIJAKAN**  
**MANAJEMEN RISIKO KEUANGAN**  
(lanjutan)

**34. THE OBJECTIVE AND POLICIES OF**  
**FINANCIAL RISK MANAGEMENT**  
(continued)

c. Risiko Likuiditas (lanjutan)

c. Liquidity Risk (continued)

31 Desember 2020 / December 2020

|                      | < 1 tahun/<br>< year | 1-2 tahun/<br>1-2 years | > 3 tahun/<br>> years | Jumlah/ Total   |                     |
|----------------------|----------------------|-------------------------|-----------------------|-----------------|---------------------|
| <b>ASET</b>          |                      |                         |                       |                 | <b>ASSETS</b>       |
| Kas dan              |                      |                         |                       |                 | Cash and            |
| Setara Kas           | 146.091.972.029      | -                       | -                     | 146.091.972.029 | Cash equivalents    |
| Piutang Usaha        | 35.107.686.200       | -                       | -                     | 35.107.686.200  | Accounts receivable |
| Piutang Lain-lain    | 9.771.851.489        | -                       | -                     | 9.771.851.489   | Other receivables   |
| Persediaan           | 13.119.522.008       | -                       | -                     | 13.119.522.008  | Inventories         |
| Biaya dibayar dimuka | 3.589.571.604        | -                       | -                     | 3.589.571.604   | Prepaid expenses    |
| Uang muka            | 9.339.122.782        | -                       | -                     | 9.339.122.782   | Advances            |
| Jumlah Aset          | 217.019.726.112      | -                       | -                     | 217.019.726.112 | Total Assets        |
| <b>LIABILITAS</b>    |                      |                         |                       |                 | <b>LIABILITIES</b>  |
| Utang Usaha          | 22.175.741.379       | -                       | -                     | 22.175.741.379  | Accounts payable    |
| Pendapatan           |                      |                         |                       |                 | Unearned            |
| diterima dimuka      | 4.591.625.632        | -                       | -                     | 4.591.625.632   | revenues            |
| Beban akrual         | 1.383.162.008        | -                       | -                     | 1.383.162.008   | Accrued expenses    |
| Utang Pajak          | 13.609.022.827       | -                       | -                     | 13.609.022.827  | Taxes payable       |
| Utang Bank           | 56.049.273.931       | -                       | -                     | 56.049.273.931  | Bank loans          |
| Utang Lain-lain      | 10.588.687.144       | -                       | -                     | 10.588.687.144  | Other payables      |
| Jumlah Liabilitas    | 108.397.512.921      | -                       | -                     | 108.397.512.921 | Total liabilities   |
| Selisih              | 108.622.213.191      |                         |                       | 108.622.213.191 | Difference          |

**34. TUJUAN DAN KEBIJAKAN  
MANAJEMEN RISIKO KEUANGAN**  
(lanjutan)

c. Risiko Likuiditas (lanjutan)

*Manajemen Risiko Keuangan*

Aktivitas Perusahaan mengandung berbagai macam risiko keuangan, seperti risiko pasar (termasuk risiko nilai tukar mata uang asing dan risiko tingkat suku bunga), risiko kredit dan risiko likuiditas. Secara keseluruhan, program manajemen risiko keuangan Perusahaan bertujuan untuk meminimalkan kerugian atas nilai aset dan liabilitas yang dapat timbul dari pergerakan nilai tukar mata uang asing dan pergerakan tingkat suku bunga. Manajemen mempunyai kebijakan tertulis untuk manajemen risiko valuta asing yang sebagian besar melalui penempatan deposito berjangka dan lindung nilai untuk mengantisipasi risiko fluktuasi valuta asing untuk jangka waktu 3 sampai dengan 12 bulan.

Fungsi manajemen risiko keuangan dijalankan oleh *Unit Treasury* dibawah kebijakan-kebijakan yang disetujui oleh Direksi. *Unit Treasury* mengidentifikasi, mengevaluasi, dan melakukan aktivitas lindung nilai risiko-risiko keuangan.

**34. THE OBJECTIVE AND POLICIES OF  
FINANCIAL RISK MANAGEMENT**  
(continued)

c. *Liquidity Risk (continued)*

*Financial Risk Management*

*The Company's activities contain a variety of financial risks, such as market risk (including foreign exchange rate risk and interest rate risk), credit risk and liquidity risk. Overall, a financial risk management program of the Company aims to minimize losses on the value of assets and liabilities that can arise from movements in foreign exchange rates and movements in interest rates. Management has a written policy for foreign exchange risk management, mostly through time deposit placements and hedging to anticipate the risk of foreign exchange fluctuations for a period of 3 to 12 months.*

*The function of financial risk management is run by the Treasury Unit under policies approved by the Board of Directors. The Treasury Unit identifies, evaluates and hedges financial risks.*

(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**34. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN** (lanjutan)  
**34. THE OBJECTIVE AND POLICIES OF FINANCIAL RISK MANAGEMENT** (continued)

Manajemen Risiko Keuangan (lanjutan)

*Financial Risk Management (continued)*

Berikut ini risiko-risiko keuangan yang dimitigasi oleh Perusahaan.

*The following are the financial risks mitigated by the Company.*

|                                      | 2020            | 2019            |                                  |
|--------------------------------------|-----------------|-----------------|----------------------------------|
| Pinjaman yang diberikan dan piutang: |                 |                 | <i>Loans and receivables:</i>    |
| Kas dan Setara Kas                   | 73.874.659.298  | 146.091.972.029 | <i>Cash and cash equivalents</i> |
| Piutang Usaha                        | 24.301.465.371  | 35.107.686.200  | <i>Accounts receivable</i>       |
| Piutang Lain-lain                    | 5.426.901.415   | 9.771.851.489   | <i>Other receivables</i>         |
| Jumlah                               | 103.603.026.084 | 190.971.509.718 | <i>Total</i>                     |
| Liabilitas Keuangan:                 |                 |                 | <i>Financial liabilities:</i>    |
| Utang Usaha                          | 41.424.048.152  | 22.175.741.379  | <i>Accounts Payable</i>          |
| Beban Akrua                          | 1.253.605.961   | 1.383.162.008   | <i>Accrued Expenses</i>          |
| Utang Bank                           | 23.738.099.112  | 56.049.273.931  | <i>Loan from Banks</i>           |
| Liabilitas Sewa Pembiayaan           | 2.014.310.039   | 12.114.122.387  | <i>Lease Payables</i>            |
| Jumlah                               | 68.430.063.264  | 91.722.299.705  | <i>Total</i>                     |

Nilai wajar diidentifikasi sebagai jumlah dimana instrumen tersebut dapat dipertukarkan di dalam transaksi terkini antara pihak yang berkeinginan dan memiliki pengetahuan yang memadai melalui suatu transaksi yang wajar, bukan dalam penjualan yang dipaksakan atau penjualan likuidasi.

*Fair value is identified as the amount in which the instrument can be exchanged in the current transaction between knowledgeable, willing parties in an arm's length transaction, not in forced sales or liquidation sales.*



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**34. TUJUAN DAN KEBIJAKAN**  
**MANAJEMEN RISIKO KEUANGAN**  
 (lanjutan)

**Manajemen Risiko Keuangan (lanjutan)**

Perusahaan menggunakan hirarki berikut ini untuk menentukan nilai wajar instrumen keuangan:

Tingkat 1 : Nilai wajar diukur berdasarkan pada harga kuatasi (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas sejenis.

Tingkat 2 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, dimana seluruh input yang mempunyai efek yang signifikan atas nilai wajar dapat diobservasi baik secara langsung maupun tidak langsung.

Tingkat 3 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, dimana seluruh input yang mempunyai efek yang signifikan atas nilai wajar tidak dapat diobservasi baik secara langsung maupun tidak langsung.

Semua instrumen keuangan yang disajikan didalam laporan posisi keuangan pada tanggal 31 Desember 2020 dan 2019 dicatat pada biaya perolehan diamortisasi. Metode dan asumsi di bawah ini digunakan untuk mengestimasi nilai wajar untuk masing-masing kelas instrumen keuangan:

**34. THE OBJECTIVE AND POLICIES OF FINANCIAL RISK MANAGEMENT**  
 (continued)

**Financial Risk Management (continued)**

The Company uses the following hierarchy to determine the fair value of financial instruments:

Level 1 : Fair value is measured based on quoted prices (unadjusted) in active markets for similar assets or liabilities.

Level 2 : Fair value is measured based on valuation techniques, where all inputs that have a significant effect on fair value can be observed directly or indirectly.

Level 3 : Fair value is measured based on valuation techniques, where all inputs that have a significant effect on fair value cannot be observed either directly or indirectly.

All financial instruments presented in the statement of financial position as of 31 December, 2020 and 2019 are recorded at amortized cost. The methods and assumptions below are used to estimate the fair value for each class of financial instruments:

**34. TUJUAN DAN KEBIJAKAN  
MANAJEMEN RISIKO KEUANGAN**  
(lanjutan)

**Manajemen Risiko Keuangan (lanjutan)**

**a. Aset Keuangan Lancar dan Liabilitas  
Keuangan Jangka Pendek**

Nilai wajar aset keuangan lancar dan liabilitas keuangan jangka pendek yang akan jatuh tempo dalam waktu satu tahun atau kurang diasumsikan sama dengan nilai tercatatnya karena bersifat jangka pendek.

**b. Aset Keuangan tidak Lancar dan  
Liabilitas Keuangan Jangka Panjang**

Nilai wajar dari aset keuangan tidak lancar dan liabilitas keuangan jangka panjang diasumsikan sama dengan nilai tunai yang akan diterima atau dibayarkan karena jatuh temponya tidak dinyatakan dalam kontrak-kontrak terikat dan manajemen tidak dapat menentukan kapan aset keuangan dan liabilitas keuangan jangka panjang tersebut akan direalisasi dan dilunasi. Estimasi nilai wajar dari utang sewa pembiayaan didasarkan pada nilai diskonto dari arus kas masa datang yang disesuaikan untuk mencerminkan risiko kredit Perusahaan dan menggunakan suku bunga bebas risiko untuk instrumen yang serupa.

**34. THE OBJECTIVE AND POLICIES OF  
FINANCIAL RISK MANAGEMENT**  
(continued)

**Financial Risk Management (continued)**

**a. Current Financial Assets and Short-  
term Financial Liabilities**

The fair value of current financial assets and short-term financial liabilities that are due within one year or less are assumed to be the same as their carrying values because they are short-term.

**b. Non-Current Financial Assets and  
Long-term Financial Liabilities**

The fair value of non-current financial assets and long-term financial liabilities is assumed to be equal to cash value to be received or paid because the maturity is not stated in bound contracts and management cannot determine when the long-term financial assets and financial liabilities will be realized and paid off. The estimated fair value of debt under finance lease is based on the discounted value of future cash flows adjusted to reflect the Company's credit risk and use risk-free interest rates for similar instruments.



### **35. PERIKATAN DAN KONTINJENSI**

Pada tanggal 31 Desember 2020 dan 2019, Perusahaan memiliki perikatan dan kontinjensi serta memperoleh pendapatan dari reklame/ iklan melalui berbagai kontrak pemasangan iklan baik melalui agensi maupun langsung dengan perusahaan terkait, yaitu:

- a. Berdasarkan Surat Perjanjian/Kontrak No: 3358.00/AK.703/SPK/00/DU/2020 tanggal 19 Oktober 2020, Perusahaan mengadakan kerjasama dengan ASDP tentang Kerjasama Korporasi di Pelabuhan Eksekutif Merak-Bakauheni.
- b. Berdasarkan Surat Perjanjian/Kontrak No: 3383.00/AA.009/SPK/00/DPU/2020 tanggal 02 November 2020, perusahaan mengadakan kerjasama dengan PT AIRPAY INTERNATIONAL INDONESIA tentang perjanjian kerjasama tentang kerahasiaan metode pembayaran digital.
- c. Berdasarkan Surat Perjanjian/Kontrak No: 3386.00/KL.004/SPK/00/DU/2020 tanggal 10 November 2020, Perusahaan mengadakan kerjasama dengan BP2MI tentang kerjasama pemberangkatan dan pemulangan pekerja migran Indonesia.
- d. Berdasarkan Surat Perjanjian/Kontrak Nomor: 3356.00/KU.103/SPK/00/DTF/2020 tanggal Oktober 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Asian Auto International tentang uji coba *prototype bus medium (rear engine)*.
- e. Berdasarkan Surat Perjanjian/Kontrak No: 3361.00/AK.1204/SPK/00/DU/2020 tanggal 19 Oktober 2020, Perusahaan mengadakan kerjasama dengan PEMERINTAH DAERAH PROVINSI SULAWESI SELATAN tentang Pengembangan Kawasan Pariwisata GEOPARK MAROS PANGKEP.

### **35. AGREEMENT AND CONTINGENCIES**

As of 31 December, 2020 and 2019, the Company has entered into agreements and contingencies as well as obtaining revenue from billboards/ advertisements through various advertising contracts either through agencies or directly with related companies, namely

- a. Based on the Letter of Agreement / Contract Number: 3358.00 / AK.703 / SPK / 00 / DU / 2020 dated 19 October 2020, the Company entered into a collaboration with ASDP regarding Corporate Cooperation at the Merak-Bakauheni Executive Port.
- b. Based on the Letter of Agreement / Contract Number: 3383.00 / AA.009 / SPK / 00 / DPU / 2020 dated 02 November 2020, the Company entered into a collaboration with PT AIRPAY INTERNATIONAL INDONESIA regarding the Collaboration Agreement on Confidentiality of Digital Payment Methods.
- c. Based on the Letter of Agreement / Contract Number: 3386.00 / KL.004 / SPK / 00 / DU / 2020 dated 10 November, 2020, the Company entered into a collaboration with BP2MI regarding cooperation on the departure and return of Indonesian migrant workers.
- d. Based on the Letter of Agreement / Contract number: 3356.00 / KU.103 / SPK / 00 / DTF / 2020 dated October 2020, the Company entered into a cooperation agreement with PT Asian Auto International regarding the trial of a prototype medium bus (rear engine).
- e. Based on the Letter of Agreement / Contract Number: 3361.00 / AK.1204 / SPK / 00 / DU / 2020 dated 19 October 2020, the Company entered into a collaboration with the REGIONAL GOVERNMENT OF THE PROVINCE OF SULAWESI SELATAN regarding the Development of the GEOPARK MAROS PANGKEP Tourism Area.



**PERUSAHAAN UMUM (PERUM) DAMRI**  
**CATATAN ATAS LAPORAN KEUANGAN**  
(lanjutan)

Pada tanggal 31 Desember 2020 dan  
Untuk tahun yang berakhir pada tanggal tersebut

(Disajikan dalam Rupiah)

**PERUSAHAAN UMUM (PERUM) DAMRI**  
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**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- f. Berdasarkan Surat Perjanjian/Kontrak No : 3343.00/AA.702/SPK/00/DU/2020 tanggal 11 September 2020, Perusahaan mengadakan *Memorandum of Understanding* (MoU) antara DAMRI dengan PT Bina Karya (Persero) tentang Pengembangan dan Pengelolaan Aset Lahan dan Bangunan di Lokasi Milik Perum DAMRI.
- g. Berdasarkan Surat Perjanjian/Kontrak No: 3354.00/AA.007/SPK/00/DPU/2020 tanggal 01 Oktober 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT KARYA UTAMA PERDANA tentang pelayanan angkutan shuttle Jakarta-Bandung.
- h. Berdasarkan Surat Perjanjian/Kontrak No: 3290.00/AK.701/SPK/00/DU/2020 tanggal 15 Mei 2020, Perusahaan mengadakan nota kesepahaman dengan PT PELABUHAN INDONESIA I (PERSERO) tentang Kerja Sama Transportasi Terpadu Pelayanan Terminal Penumpang PT PELABUHAN INDONESIA I (PERSERO).
- i. Berdasarkan Surat Perjanjian/Kontrak No: 3334.00/AA.009/SPK/00/DPU/2020 tanggal 20 Juli 2020, Perusahaan mengadakan perjanjian kerahasiaan dengan PT KLIK INDOMARET SUKSES.
- j. Berdasarkan Surat Perjanjian/Kontrak No: 3244.01 / AK.701 / SPK / 00 / DU / 2020 tanggal 14 February 2020, Perusahaan mengadakan nota kesepahaman dengan PT PELABUHAN INDONESIA III (PERSERO) tentang kerja sama pengembangan benoa maritime tourism hub pelabuhan benoa.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- f. Based on the Letter of Agreement / Contract No: 3343.00 / AA.702 / SPK / 00 / DU / 2020 dated 11 September 2020, the Company held a *Memorandum of Understanding* (MoU) between DAMRI and PT Bina Karya (Persero) regarding Development and Management of Land and Building Assets in a location owned by Perum DAMRI.
- g. Based on the Letter of Agreement / Contract No: 3354.00 / AA.007 / SPK / 00 / DPU / 2020 dated 01 October 2020, the Company entered into a cooperation agreement with PT KARYA UTAMA PERDANA regarding the Jakarta-Bandung shuttle service.
- h. Based on the Letter of Agreement / Contract No: 3290.00 / AK.701 / SPK / 00 / DU / 2020 dated 15 May 2020, the Company entered into a memorandum of understanding with PT PELABUHAN INDONESIA I (PERSERO) regarding Integrated Transportation Cooperation for Passenger Terminal Services of PT PELABUHAN INDONESIA I (PERSERO).
- i. Based on the Letter of Agreement / Contract No: 3334.00 / AA.009 / SPK / 00 / DPU / 2020 dated 20 July 2020, the Company entered into a confidentiality agreement with PT KLIK INDOMARET SUKSES.
- j. Based on the Letter of Agreement / Contract No: 3244.01 / AK.701 / SPK / 00 / DU / 2020 dated 14 February, 2020, the Company entered into a memorandum of understanding with PT PELABUHAN INDONESIA III (PERSERO) regarding the Benoa Maritime Tourism Hub Cooperation Agreement at Benoa Harbor.

**PERUSAHAAN UMUM (PERUM) DAMRI**  
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**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- k. Berdasarkan Surat Perjanjian/Kontrak No: 3342.00/AK.001/SPK/00/PU/2020 tanggal 01 September 2020, Perusahaan mengadakan perjanjian kerahasiaan dengan PT NIRAS FINLAND tentang perjanjian Kerjasama pengimplementasian proyek bus listrik di rute-rute bandara.
- l. Berdasarkan Surat Perjanjian/Kontrak No:3286.00/AK.209/SPK/00/KP/2020 tanggal 9 April 2020, Perusahaan mengadakan perjanjian dengan Hotel Indonesia Group tentang Pemberian Pelayanan Transportasi untuk Tenaga Kesehatan Pemerintah Daerah Khusus Ibukota Jakarta.
- m. Berdasarkan Surat Perjanjian/Kontrak No:3389.01/KL.003/SPK/00/DU/2020 tanggal 18 November 2020, Perusahaan mengadakan MoU dengan PT SPORA TEHNIKA INDONESIA tentang Kerja Sama dalam Pengembangan Konversi Bus Listrik pada Armada Perusahaan Umum (Perum) DAMRI.
- n. Berdasarkan Surat Perjanjian/Kontrak No:3374.00/KL.004/SPK/00/DU/2020 tanggal 27 Oktober 2020, Perusahaan mengadakan perjanjian kerahasiaan dengan PT EKA SARI LORENA tentang kerja sama logistik.
- o. Berdasarkan Surat Perjanjian/Kontrak No:33291.00/AK.701/SPK/00/DU/2020 tanggal 28 April 2020, Perusahaan mengadakan nota kesepahaman dengan PT Kereta Api Indonesia (Persero) tentang integrasi antar moda angkutan penumpang dan barang.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- k. Based on the Letter of Agreement / Contract No: 3342.00 / AK.001 / SPK / 00 / PU / 2020 dated 01 September 2020, the Company entered into a confidentiality agreement with PT NIRAS FINLAND regarding the Cooperation agreement for the implementation of electric bus projects on airport routes.
- l. Based on the Letter of Agreement / Contract No: 3286.00 / AK.209 / SPK / 00 / KP / 2020 dated 9 April 2020, the Company entered into an agreement with Hotel Indonesia Group regarding the Provision of Transportation Services for Health Workers of the Special Capital Region of Jakarta.
- m. Based on the Letter of Agreement / Contract No: 3389.01 / KL.003 / SPK / 00 / DU / 2020 dated 18 November 2020, the Company entered into an MoU with PT SPORA TEHNIKA INDONESIA regarding Cooperation in the Development of Electric Bus Conversion in the Fleet of Perusahaan Umum (Perum) DAMRI.
- n. Based on the Agreement Letter / Contract No: 3374.00 / KL.004 / SPK / 00 / DU / 2020 dated 27 October 2020, the Company entered into a confidentiality agreement with PT EKA SARI LORENA regarding logistical cooperation.
- o. Based on the Letter of Agreement / Contract No : 3291.00 / AK.701 / SPK / 00 / DU / 2020 dated 28 April, 2020, the Company entered into a memorandum of understanding with PT Kereta Api Indonesia (Persero) regarding integration between passenger and freight transportation modes.



**PERUSAHAAN UMUM (PERUM) DAMRI**  
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**PERUSAHAAN UMUM (PERUM) DAMRI**  
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**36. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- p. Berdasarkan Surat Perjanjian/Kontrak No: 3385.00/KU.103/SPK/00/LP/2020 tanggal 13 November 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT. Krisbow Indonesia tentang Pengadaan Peralatan Bengkel untuk Kantor Cabang yang berada di Divisi Regional III dan IV Perum DAMRI.
- q. Berdasarkan Surat Perjanjian/Kontrak No: 3297.00/AA.704/SPK/00/KP/2020 tanggal 10 Juni 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Ibibo Group Indonesia tentang penjualan tiket bus Perum DAMRI.
- r. Berdasarkan Surat Perjanjian/Kontrak No: 3352.00/KU.103.SPK/00/LP/2020 tanggal 7 Oktober 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Mitra Pajakku tentang pengadaan aplikasi perpajakan Perum DAMRI.
- s. Berdasarkan Surat Perjanjian/Kontrak No: 3337.00/KU.103/SPK/00/TI/2020 tanggal 22 April 2020, Perusahaan mengadakan addendum kedua perjanjian kerjasama dengan PT Midtrans.

**36. AGREEMENT AND CONTINGENCIES**  
(continued)

- p. Based on the Letter of Agreement / Contract No: 3385.00 / KU.103 / SPK / 00 / LP / 2020 dated 13 November 2020, the Company entered into a cooperation agreement with PT. Krisbow Indonesia regarding the Procurement of Workshop Equipment for Branch Offices in Regional Division III and IV of Perum DAMRI.
- q. Based on the Letter of Agreement / Contract No: 3297.00 / AA.704 / SPK / 00 / KP / 2020 dated 10 June, 2020, the Company entered into a cooperation agreement with PT Ibibo Group Indonesia regarding the sale of Perum DAMRI bus tickets.
- r. Based on the Letter of Agreement / Contract Number: 3352.00 / KU.103.SPK / 00 / LP / 2020 dated 7 October 2020, the Company entered into a cooperation agreement with PT Mitra Pajakku regarding the procurement of Perum DAMRI tax application.
- s. Based on the Agreement Letter / Contract number: 3337.00 / KU.103 / SPK / 00 / TI / 2020 dated 22 April, 2020, the Company entered into a second addendum to the cooperation agreement with PT Midtrans.



**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- t. Berdasarkan Surat Perjanjian/Kontrak nomor: 3281.00/KL.006/SPK/00/TT/2020 tanggal 18 Maret 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Bank Central Asia, Tbk. tentang layanan penerimaan pembayaran e-ticketing di DAMRI menggunakan flazz.
- u. Berdasarkan Surat Perjanjian/Kontrak nomor: 3315.00/KU.203/SPK/00/DSU/2020 tanggal 22 Juli 2020, Perusahaan mengadakan perjanjian kerjasama dengan Iskandar Gani tentang sewa menyewa lahan milik Perum DAMRI di Jalan Raya Pelabuhan Merak II Tamansari Pulomerak.
- v. Berdasarkan Surat Perjanjian/Kontrak Nomor: 3350.00/KU.103/SPK/00/LP/20 tanggal 1 Oktober 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Telekomunikasi Indonesia, Tbk tentang layanan *manage service contact center* Perum DAMRI.
- w. Berdasarkan Surat Perjanjian/Kontrak nomor: 490/SPS/PKS/XI/2020 tanggal 20 November 2020 Perusahaan mengadakan perjanjian kerjasama dengan PT. Sigma Prima Solusindo tentang Pekerjaan Jasa Aktuaria terkait Imbalan pasca Kerja Karyawan.
- x. Berdasarkan Surat Perjanjian/Kontrak No: 3357.00/KU.103/SPK/00/LP/2020 tanggal 13 Oktober 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Sumber Mas Autorindo tentang pengadaan *global positioning system* (GPS) dan *closed circuit television* (CCTV) pada armada Perum DAMRI.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- t. Based on the Letter of Agreement / Contract number: 3281.00 / KL.006 / SPK / 00 / TT / 2020 dated 18 March 2020, the Company entered into a cooperation agreement with PT Bank Central Asia, Tbk. regarding e-ticketing payment acceptance services at DAMRI using flazz.
- u. Based on the Letter of Agreement / Contract number: 3315.00 / KU.203 / SPK / 00 / DSU / 2020 dated 22 July 2020, the Company entered into a cooperation agreement with Iskandar Gani regarding the lease of land owned by Perum DAMRI at Jalan Raya Pelabuhan Merak II, Tamansari Pulomerak.
- v. Based on the Letter of Agreement / Contract Number: 3350.00 / KU.103 / SPK / 00 / LP / 20 dated 1 October, 2020, the Company entered into a cooperation agreement with PT Telekomunikasi Indonesia, Tbk concerning Perum DAMRI's *manage service contact center* services.
- w. Based on the Letter of Agreement / Contract number: 490 / SPS / PKS / XI / 2020 on 20 November 2020 the Company entered into a cooperation agreement with PT. Sigma Prima Solusindo regarding Actuarial Service Work related to Post-employment Benefits
- x. Based on the Agreement Letter / Contract No: 3357.00 / KU.103 / SPK / 00 / LP / 2020 dated 13 October, 2020, the Company entered into a cooperation agreement with PT Sumber Mas Autorindo regarding the procurement of a global positioning system (GPS) and closed circuit television (CCTV) on fleet of Perum DAMRI.

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Pada tanggal 31 Desember 2020 dan  
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**PERUSAHAAN UMUM (PERUM) DAMRI**  
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**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- y. Berdasarkan Surat Perjanjian/Kontrak No: 3299.00/KU.103/SPK/00/LP/2020 tanggal 15 Juni 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Cakra Transport Utama tentang penyewaan 1 (satu) unit kendaraan operasional Direksi Perum DAMRI tahun 2020 (repeat order).
- z. Berdasarkan Surat Perjanjian/Kontrak No: 3293.00/KU.103/SPK/00/LP/2020 tanggal 19 Mei 2020, Perusahaan mengadakan perjanjian kerjasama dengan Husin Pongkor Simbolon Law Office tentang pengadaan jasa advokat atau konsultan hukum.
- aa. Berdasarkan Surat Perjanjian/Kontrak No: 3292.00/KU.103/SPK/00/LP/2020 tanggal 19 Mei 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Dutagaruda Piranti Prima tentang lingkup pekerjaan dan jangka waktu.
- ab. Berdasarkan Surat Perjanjian/Kontrak No: 3275.00/KU.103/SPK/00/LP/2020 tanggal 8 April 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Resik Nyaman Sejahtera tentang penyedia tenaga kerja front liner (helper) untuk Cabang Angkutan Bandara Soekarno-Hatta.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- y. Based on the Agreement Letter / Contract No: 3299.00 / KU.103 / SPK / 00 / LP / 2020 dated 15 June 2020, the Company entered into a cooperation agreement with PT Cakra Transport Utama regarding the rental of 1 (one) unit of operational vehicle for the Board of Directors of Perum DAMRI in 2020 (repeat order).
- z. Based on the Letter of Agreement / Contract No: 3293.00 / KU.103 / SPK / 00 / LP / 2020 dated 19 May 2020, the Company entered into a cooperation agreement with Husin Pongkor Simbolon Law Office regarding the procurement of advocate or legal consultant services.
- aa. Based on the Letter of Agreement / Contract No: 3292.00 / KU.103 / SPK / 00 / LP / 2020 dated 19 May 2020, the Company entered into a cooperation agreement with PT Dutagaruda Piranti Prima regarding the scope of work and time frame.
- ab. Based on the Letter of Agreement / Contract No: 3275.00 / KU.103 / SPK / 00 / LP / 2020 dated 8 April, 2020, the Company entered into a cooperation agreement with PT Resik Nyaman Sejahtera regarding front liner (helper) labor providers for the Soekarno-Hatta Airport Transportation Branch.



**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

ac. Berdasarkan Surat Perjanjian/Kontrak No: 3250.00/KU.103/SPK/00/LP/2020 tanggal 26 Februari 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Tunas Ridean, Tbk Cabang Jatinegara tentang pengadaan 28 unit mikrobus Toyota Hi-ace commuter manual untuk Angkutan Kawasan Strategis Pariwisata Nasional (KSPN) di Pangkal Pinang, Serang, Malang Halmahera, Kendari, Manado, dan Makassar yang merupakan bagian dari pengadaan 55 unit mikrobus Toyota Hi-ace commuter manual untuk Angkutan Kawasan Strategis Pariwisata Nasional (KSPN).

ad. Berdasarkan Surat Perjanjian/Kontrak No: 3351.01/KU.103/SPK/00/LP/2020 tanggal 2 Oktober 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT TUV Rheinland Indonesia tentang pengadaan jasa audit eksternal dan sertifikasi ISO 45001:2018 Perum DAMRI Tahun 2019.

ae. Berdasarkan Surat Perjanjian/Kontrak No: 3249.00/KU.103/SPK/00/LP/2020 tanggal 26 Februari 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Plaza Auto Prima Cabang Pemuda Rawamangun tentang pengadaan 3 (tiga) unit mikrobus Toyota Hi-ace commuter manual untuk angkutan Kawasan Strategis Pariwisata Nasional (KSPN) di Serang yang merupakan bagian dari pengadaan 55 unit mikrobus toyota Hi-ace commuter manual untuk Angkutan Kawasan Strategis Pariwisata Nasional (KSPN).

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

ac. Based on the Letter of Agreement / Contract No: 3250.00 / KU.103 / SPK / 00 / LP / 2020 dated 26 February, 2020, the Company entered into a cooperation agreement with PT Tunas Ridean, Tbk, Jatinegara Branch regarding the procurement of 28 units of manual Toyota Hi-ace commuter microbus for transportation the National Tourism Strategic Area (KSPN) in Pangkal Pinang, Serang, Malang Halmahera, Kendari, Manado, and Makassar which is part of the procurement of 55 units of manual Toyota Hi-ace commuter microbus for National Tourism Strategic Area Transportation (KSPN).

ad. Based on the Letter of Agreement / Contract No: 3351.01 / KU.103 / SPK / 00 / LP / 2020 dated 2 October, 2020, the Company entered into a cooperation agreement with PT TUV Rheinland Indonesia regarding procurement of external audit services and certification of ISO 45001: 2018 Perum DAMRI 2019.

ae. Based on the Letter of Agreement / Contract No: 3249.00 / KU.103 / SPK / 00 / LP / 2020 dated 26 February, 2020, the Company entered into a cooperation agreement with PT Plaza Auto Prima, Pemuda Rawamangun Branch regarding the procurement of 3 (three) manual Toyota Hi-ace commuter microbus units for the National Tourism Strategic Area (KSPN) transportation in Serang which is part of the procurement of 55 units of the manual Toyota Hi-ace commuter for the National Tourism Strategic Area Transport (KSPN).



**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

af. Berdasarkan Surat Perjanjian/Kontrak No: 3279.00/KU.103/SPK/00/LP/2020 tanggal 28 April 2020, Perusahaan mengadakan perjanjian kerjasama dengan CV New Cahaya Timur tentang pekerjaan rekondisi body 15 (lima belas) unit bus rapid transit (BRT) menjadi bus reguler untuk pelayanan segmen antar kota antar provinsi (AKAP) di Kantor Cabang Makassar sebagai bagian dari pekerjaan rekondisi body 75 (tujuh puluh lima) unit bus rapid transit (BRT) menjadi bus reguler untuk pelayanan segmen antar kota antar provinsi (AKAP) di Kantor Cabang Palembang, Cabang Bandara Soekarno Hatta, Cabang Bandung, Cabang Surabaya, dan Cabang Makassar.

ag. Berdasarkan Surat Perjanjian/Kontrak No: 3300.00/KU.103/SPK/00/LP/2020 tanggal 16 Juni 2020, Perusahaan mengadakan perjanjian kerjasama dengan CV Anugrah Multi Solusi Teknik tentang rekondisi body baru 1 (satu) unit bus besar kode 5680 untuk Angkutan Antar Kota Kantor Cabang Palembang.

ah. Berdasarkan Surat Perjanjian/Kontrak No: 3254.00/KU.103/SPK/00/LP/2020 tanggal 9 Maret 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Artemis Kreasi Gemilang tentang pengadaan konsultan digital marketing.

ai. Berdasarkan Surat Perjanjian/Kontrak No: 3252.00/KU.103/SPK/00/LP/2020 tanggal 28 Februari 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Dutagaruda Piranti Prima tentang pengadaan jasa outsourcing tenaga kerja pramudi dan asisten pramudi untuk Angkutan Kawasan Strategis Pariwisata Nasional (KSPN) Perum DAMRI tahun 2020.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

af. Based on the Letter of Agreement / Contract No: 3279.00 / KU.103 / SPK / 00 / LP / 2020 dated 28 April, 2020, the Company entered into a cooperation agreement with CV New Cahaya Timur regarding the body recondition work of 15 (fifteen) bus rapid transit (BRT) units to become a regular bus for intercity and interprovincial (AKAP) segment services in Makassar Branch Office as part of the body recondition work of 75 (seventy five) units of bus rapid transit (BRT) to become regular buses for intercity and interprovincial (AKAP) segment services in Office Palembang Office Branch, Soekarno Hatta Airport Office Branch, Bandung Office Branch, Surabaya Office Branch, and Makassar Office Branch.

ag. Based on the Letter of Agreement / Contract No: 3300.00 / KU.103 / SPK / 00 / LP / 2020 dated 16 June, 2020, the Company entered into a cooperation agreement with CV Anugrah Multi Solusi Teknik regarding the recondition of a new body of 1 (one) large bus code 5680 for Inter-City transportation in Palembang Branch.

ah. Based on the Agreement Letter / Contract No: 3254.00 / KU.103 / SPK / 00 / LP / 2020 dated 9 March 2020, the Company entered into a cooperation agreement with PT Artemis Kreasi Gemilang regarding the procurement of digital marketing consultants.

ai. Based on the Letter of Agreement / Contract No: 3252.00 / KU.103 / SPK / 00 / LP / 2020 dated February 28, 2020, the Company entered into a cooperation agreement with PT Dutagaruda Piranti Prima regarding the procurement of outsourcing services for driver workers and assistant drivers for National Tourism Strategic Area Transportation (KSPN) Perum DAMRI Year in 2020.

**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- aj. Berdasarkan Surat Perjanjian/Kontrak No: 3344.00/KU.103/SPK/00/LP/2020 tanggal 21 September 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Daya Dimensi Indonesia tentang pengadaan jasa konsultasi *competency training* di Perum DAMRI.
- ak. Berdasarkan Surat Perjanjian/Kontrak No: 3256.00/KU.103/SPK/00/LP/2020 tanggal 13 Maret 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Info Bisnis Solusi tentang pengadaan Aplikasi *Human Resource (HR) Database* dan *Payroll System* Perum DAMRI.
- al. Berdasarkan Surat Perjanjian/Kontrak No: 3393.00/AA.009/SPK/00/DPU/2020 tanggal 14 Oktober 2020, Perusahaan mengadakan perjanjian kerjasama dengan PT Klik Indomaret Sukses tentang reservasi dan payment point tiket DAMRI secara *host to host*.
- am. Berdasarkan Surat Perjanjian/Kontrak No: 3396.00/UM.001/SPK/00/LP/2020 tanggal 4 Desember 2020, Perusahaan mengadakan perjanjian kerjasama dengan KAP Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan tentang pelaksanaan audit laporan keuangan Perum DAMRI tahun buku 2020.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- aj. Based on the Letter of Agreement / Contract No: 3344.00 / KU.103 / SPK / 00 / LP / 2020 dated 21 September, 2020, the Company entered into a cooperation agreement with PT Daya Dimensi Indonesia regarding the procurement of competency training consulting services at Perum DAMRI.
- ak. Based on the Letter of Agreement / Contract No: 3256.00 / KU.103 / SPK / 00 / LP / 2020 dated 13 March, 2020, the Company entered into a cooperation agreement with PT Info Bisnis Solusi regarding the procurement of DAMRI's Human Resource (HR) Database and Payroll System Applications.
- al. Based on the Letter of Agreement / Contract No: 3393.00 / AA.009 / SPK / 00 / DPU / 2020 dated 14 October, 2020, the Company entered into a cooperation agreement with PT Klik Indomaret Sukses regarding reservation and payment points for DAMRI tickets by host to host.
- am. Based on the Letter of Agreement / Contract No: 3396.00 / UM.001 / SPK / 00 / LP / 2020 dated 4 December, 2020, the Company entered into a cooperation agreement with KAP Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Partners regarding the audit of the financial statements of Perum DAMRI financial year 2020.



**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- an. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0334/KL.006/SPK/IV-2019 tanggal 30 April 2019, Perusahaan mengadakan kerjasama dengan PT. JAKARTA INFRASTRUKTUR PROPERTINDO tentang Layanan Penyediaan Wifi Solution untuk Bus Perusahaan Umum DAMRI
- ao. Berdasarkan Surat Perjanjian/Kontrak Nomor: 87/PKS/KL.004-DAMRI/I-2019 tanggal 29 Januari 2019, Perusahaan mengadakan kerjasama dengan PROPINDO SEDAYU tentang Pengangkutan Pelanggan dari dan Menuju Bandara.
- ap. Berdasarkan Surat Perjanjian/Kontrak Nomor: 212/PJ- PT.TJ/I/2019 tanggal 10 Januari 2019, Perusahaan mengadakan kerjasama dengan PT. TRANSPORTASI JAKARTA tentang Adendum Kedelapan Kontrak Kerjasama Investor dan Operator Bus Untuk Koridor 1 dan 8.
- ar. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0332/KL.003/DU-2019 tanggal 03 Mei 2019, Perusahaan mengadakan kerjasama dengan PT. JASA RAHARJA (PERSERO) tentang Sistem Integrasi Data Penumpang Umum DAMRI.
- as. Perusahaan mengadakan MoU Nomor: 0299/KL.003/SPK/III- 2019 tanggal 27 Maret 2019 dengan PT. ASDP INDONESIA FERRY (PERSERO) tentang Persiapan Kerjasama Pemanfaatan Sumber Daya untuk Pelaksanaan Transportasi Multi Moda di Lingkungan PT. ASDP Indonesia Ferry (PERSERO).

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- an. Based on the Agreement / Contract Number: 0334 / KL.006 / SPK / IV-2019 dated 30 April, 2019, the Company entered into a partnership with PT. JAKARTA INFRASTRUCTURE PROPERTINDO about Providing Wifi Solution Service for Buses of Perusahaan Umum DAMRI.
- ao. Based on the Agreement / Contract Number: 87 / PKS / KL.004-DAMRI / I-2019 dated 29 January, 2019, the Company entered into a partnership with PROPINDO SEDAYU on Transporting Customers to and from the Airport.
- ap. Based on the Agreement / Contract Number: 212 / PJ-PT.TJ / I / 2019 dated 10 January, 2019, the Company entered into a partnership with PT. JAKARTA TRANSPORTATION concerning the Eighth Addendum of Cooperation Contracts between Investors and Bus Operators for Corridors 1 and 8.
- ar. Based on the Agreement / Contract Number: 0332 / KL.003 / DU-2019 dated 03 May, 2019, the Company entered into a partnership with PT. JASA RAHARJA (PERSERO) concerning DAMRI's Public Passenger Data Integration System.
- as. The Company entered into an MoU Number: 0299 / KL.003 / SPK / III-2019 on 27 March, 2019 with PT. ASDP INDONESIA FERRY (PERSERO) concerning the Preparation of Partnership on the Use of Resources for the Implementation of Multi-Mode Transportation in the Environment of PT. ASDP INDONESIA FERRY (PERSERO).



**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- at. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0262/KU.103/SPK/II-2019 tanggal 27 Februari 2019, Perusahaan mengadakan kerjasama dengan Jaksa Agung Muda Bidang Perdata dan Tata Usaha Negara Kejaksaan Republik Indonesia tentang Penanganan Masalah Hukum Bidang Perdata dan Tata Usaha Negara.
- au. Berdasarkan Surat Perjanjian/Kontrak Nomor: 259/KU.103/SPK/II-2019/2019 tanggal 15 Februari 2019, Perusahaan mengadakan kerjasama dengan PERUSAHAAN UMUM (PERUM) PEMBANGUNAN PERUMAHAN NASIONAL tentang Perpanjangan Jangka Waktu Nota Kesepahaman Rencana Kerjasama Optimalisasi Aset Lahan Strategis.
- av. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0392/KL.004/SPK/VI-2019 tanggal 28 Juni 2019, Perusahaan mengadakan kerjasama dengan PT. AYU BERGA tentang Perjanjian Jasa Sewa Kendaraan Bus untuk Jamaah Haji.
- aw. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0375/KL.004/SPK/VI-2019 tanggal 04 Juli 2019, Perusahaan mengadakan kerjasama dengan PERUM PPD tentang Kerjasama Bisnis Penyediaan Layanan Transportasi Darat dan E-ticketing.
- ax. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0345/AK.702/SPK/V-2019 tanggal 13 Mei 2019, Perusahaan mengadakan kerjasama dengan PT WIJAYA KARYA (PERSERO) Tbk, PT NINDIA KARYA (PERSERO), PT BIRO KLASIFIKASI INDONESIA (PERSERO) tentang Program BUMN Hadir untuk Negeri Provinsi Sulawesi Utara

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- at. Based on the Agreement / Contract Number: 0262 / KU.103 / SPK / II-2019 dated 27 February, 2019, the Company entered into a partnership with the Junior Attorney General for Civil and State Administration Affairs, Attorney General's Office of the Republic of Indonesia on Handling Legal Problems in the Civil and State Administration.
- au. Based on the Agreement / Contract Number: 259 / KU.103 / SPK / II-2019/2019 dated 15 February, 2019, the Company entered into a partnership with the PERUSAHAAN UMUM (PERUM) DEVELOPMENT OF NATIONAL HOUSING about the Extension of the Memorandum of Understanding of the Strategic Land Asset Optimization Cooperation Plan.
- av. Based on the Agreement / Contract Number: 0392 / KL.004 / SPK / VI-2019 dated 28 June, 2019, the Company entered into a partnership with PT. AYU BERGA concerning the Agreement on Rental Vehicle Bus Services to go haji.
- aw. Based on the Agreement / Contract Number: 0375 / KL.004 / SPK / VI-2019 dated 4 July, 2019, the Company entered into a partnership with PERUM PPD regarding Business Cooperation in the Provision of Land Transportation and E-ticketing Services.
- ax. Based on the Agreement / Contract Number: 0345 / AK.702 / SPK / V-2019 dated 13 May, 2019, the Company entered into a partnership with PT WIJAYA KARYA (PERSERO) Tbk, PT NINDIA KARYA (PERSERO), PT BIRO KLASIFIKASI INDONESIA (PERSERO) regarding SOE Program Here for the Country of North Sulawesi Province

**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- ay. Berdasarkan Surat Perjanjian/Kontrak Nomor: KL.701/II/12/KA-2019 tanggal 12 Februari 2019, Perusahaan mengadakan kerjasama dengan PT. KERETA API INDONESIA tentang Penyewaan Lahan Peruntukan Halte Angkutan dan Ruang Tunggu Penumpang Bus DAMRI
- az. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0394/KL.004/SPK/VII-2019 tanggal 03 Juli 2019, Perusahaan mengadakan kerjasama dengan PT. AEROTRANS SERVICES INDONESIA tentang Pengadaan Kendaraan Proyek Haji Tahun 2019/1440 H dan Tahun 2020/1441 H.
- ba. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0017/AK.701/SPK/00/DU/2019 tanggal 23 Oktober 2019, Perusahaan mengadakan kerjasama dengan PT. HOTEL INDONESIA NATOUR (PERSERO) tentang LAYANAN ANGKUTAN MODA.
- bb. Berdasarkan Surat Perjanjian/Kontrak Nomor: S-90092/CEOF/CS/0919 tanggal 21 Oktober 2019, Perusahaan mengadakan kerjasama dengan PT. KAWASAN INDUSTRI MEDAN (KIM) tentang Kerja Sama Pengembangan Transportasi di Kawasan Industri Modern Pembukaan Trayek Angkutan Bandara dan Angkutan Karyawan.
- bc. Berdasarkan Surat Perjanjian/Kontrak Nomor: PJ-10/023A/LG DCP tanggal 01 Agustus 2019, Perusahaan mengadakan kerjasama dengan PT. DANAREKSA CAPITAL tentang Perjanjian Kerahasiaan.
- bd. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0149/KU.103/I- 2019 tanggal 31 Desember 2018, Perusahaan mengadakan kerjasama dengan PT. TELKOM tentang Perpanjangan Call Center.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- ay. Based on the Agreement / Contract Number: KL.701 / II / 12 / KA-2019 dated 12 February, 2019, the Company entered into a partnership with PT. INDONESIA TRAIN on Land Rental Allocation of DAMRI Passenger Bus Stations and Waiting Room
- az. Based on the Agreement / Contract Number: 0394 / KL.004 / SPK / VII-2019 dated 03 July, 2019, the Company entered into a partnership with PT. AEROTRANS SERVICES INDONESIA concerning Procurement of Hajj Project Vehicles in 2019/1440 H and in 2020/1441 H.
- ba. Based on the Agreement / Contract Number: 0017 / AK.701 / SPK / 00 / DU / 2019 dated 23 October, 2019, the Company entered into a partnership with PT. HOTEL INDONESIA NATOUR (PERSERO) about TRANSPORT SERVICES MODE.
- bb. Based on the Agreement / Contract Number: S-90092 / CEOF / CS / 0919 dated 21 October, 2019, the Company entered into a partnership with PT. KAWASAN INDUSTRI MEDAN (KIM) concerning Cooperation in Transportation Development in Modern Industrial Estates Opening of Airport Transportation Routes and Employee Transportation.
- bc. Based on the Agreement / Contract Number: PJ-10 / 023A / LG-DCP dated 1 August, 2019, the Company entered into a partnership with PT. DANAREKSA CAPITAL regarding Confidentiality Agreement.
- bd. Based on the Agreement / Contract Number: 0149 / KU.103 / I-2019 dated 31 December, 2018, the Company entered into a partnership with PT. TELKOM about the Call Center Extension.



**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- be. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0342/KU.103/IV-2019 tanggal 26 April 2019, Perusahaan mengadakan kerjasama dengan PT. TELKOM tentang Pengadaan Penambahan 10 Unit MPOS pada Perum DAMRI Cabang Angkutan Bandara Soekarno-Hatta.
- bf. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0374/KU.103/VI-2019 tanggal 17 Juni 2019, Perusahaan mengadakan kerjasama dengan PT. SISI tentang Implementasi Sistem Informasi Akutansi dan Keuangan Platfrom FORCA ERP Fase II.
- bg. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0412/KU-103/SPK/VII/2019 tanggal 30 Juli 2019, Perusahaan mengadakan kerjasama dengan KAP Joachim Poltak Lian & Rekan tentang Jasa Konsultan Pendamping Forca.
- bh. Berdasarkan Surat Perjanjian/Kontrak Nomor: KL.701/II/12/KA-2019 tanggal 12 Februari 2019, Perusahaan mengadakan kerjasama dengan PT. KAI tentang Sewa Lahan Gambir.
- bi. Berdasarkan Surat Perjanjian/Kontrak No: 0022.00/KU.103/SPK/00/LP/2019 tanggal 14 November 2019, Perusahaan mengadakan kerjasama dengan PT. BESTAMA AKTUARIA tentang Pengadaan Konsultan Aktuaria PSAK 24.
- bj. Berdasarkan Surat Perjanjian/Kontrak No: 0018.00/KU.103/SPK/00/LP/2019 tanggal 30 Oktober 2019, Perusahaan mengadakan kerjasama dengan PT. RESIK NYAMAN SEJAHTERA tentang Penyedia Tenaga Kerja *Front Liner (helper)* untuk Cabang Angkutan Bandara Soekarno-Hatta.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- be. Based on the Agreement / Contract Number: 0342 / KU.103 / IV-2019 dated 26 April 2019, the Company entered into a partnership with PT. TELKOM concerning Procurement of Addition of 10 MPOS Units to Perum DAMRI Branch of Soekarno-Hatta Airport Transportation.
- bf. Based on the Agreement / Contract Number: 0374 / KU.103 / VI-2019 dated 17 June, 2019, the Company entered into a partnership with PT. SISI on the Implementation of FORCA ERP Accounting and Financial Information System Phase II.
- bg. Based on the Agreement Letter / Contract Number: 0412 / KU-103 / SPK / VII / 2019 dated 30 July, 2019, the Company entered into a partnership with KAP Joachim Poltak Lian & Partners regarding Forca Advisory Consultant Services.
- bh. Based on the Agreement / Contract Number: KL.701 / II / 12 / KA-2019 dated 12 February, 2019, the Company entered into a partnership with PT. KAI about Gambir Land Lease.
- bi. Based on the Agreement / Contract No: 0022.00 / KU.103 / SPK / 00 / LP / 2019 dated 14 November 2019, the Company entered into a partnership with PT. BESTAMA AKTUARIA concerning Procurement of Actuarial Consultants SFAS 24.
- bj. Based on the Agreement / Contract No: 0018.00 / KU.103 / SPK / 00 / LP / 2019 dated 30 October, 2019, the Company entered into a partnership with PT. RESIK NYAMAN SEJAHTERA about Providers of Front Liner Workers (helper) for the Soekarno-Hatta Airport Transportation Branch.



**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- bk. Berdasarkan Surat Perjanjian/Kontrak No: 0024.00/KU.103/SPK/00/LP/2019 tanggal 14 November 2019, Perusahaan mengadakan kerjasama dengan CV. PANGERAN NAPOLEON PERKASA tentang Adendum Pekerjaan Renovasi Lantai Dasar.
- bl. Berdasarkan Surat Perjanjian/Kontrak No:0428/KU.103/SPK/IX-2019 tanggal 03 September 2019, Perusahaan mengadakan kerjasama dengan PT. ETHOS FIMADANI tentang Pekerjaan Rekondisi Body 2 Unit Bus Besar Cabang Basoeta untuk Pengoperasian Trayek Bandar Lampung- Palembang.
- bm. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0418/KU.103/SPK/VIII-2019 tanggal 13 Agustus 2019 Perusahaan mengadakan kerjasama dengan PT. Pertamina Lubricants tentang Adendum Kontrak Pengadaan Minyak Pelumas (Oli).
- bn. Berdasarkan Surat Perjanjian/Kontrak Nomor:0003.00/KU.103/SPK/00/LP/2019 tanggal 08 Agustus 2019, Perusahaan mengadakan kerjasama dengan PT. Nixxon Putra Gemilang tentang Kontrak Pengadaan Cat Kendaraan Merk Sikkens.
- bo. Berdasarkan Surat Perjanjian/Kontrak Nomor:0035.00/KU.103/SPK/00/LP/2019 tanggal 30 Desember 2019, Perusahaan mengadakan kerjasama dengan PT. PIALA MAS INDUSTRI tentang Pekerjaan Retrofit 3 Unit Bus Besar AC Super Eksekutif, 1 Unit Bus Besar AC Bisnis Cabang Pontianak dan 4 Unit Bus Besar AC Eksekutif Cabang Bandar Lampung.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- bk. Based on the Agreement / Contract No: 0024.00 / KU.103 / SPK / 00 / LP / 2019 dated 14 November, 2019, the Company entered into a partnership with CV. PRINCE NAPOLEON PERKASA about the Addendum to the Ground Floor Renovation Work.
- bl. Based on the Agreement / Contract No: 0428 / KU.103 / SPK / IX-2019 dated 03 September 2019, the Company entered into a partnership with PT. ETHOS FIMADANI about Reconditioning Work of Body 2 Large Basoeta Branch Bus Unit for Operation of the Bandar Lampung-Palembang Route.
- bm. Based on the Agreement Letter / Contract Number: 0418 / KU.103 / SPK / VIII-2019 dated 13 August, 2019 the Company entered into a partnership with PT. Pertamina Lubricants regarding Addendum on Lubricating Oil Procurement Contract (Oli).
- bn. Based on the Agreement / Contract Number: 0003.00 / KU.103 / SPK / 00 / LP / 2019 dated 8 August, 2019, the Company entered into a partnership with PT. Nixxon Putra Gemilang about a Sikkens Brand Vehicle Paint Procurement Contract.
- bo. Based on the Agreement / Contract Number: 0035.00 / KU.103 / SPK / 00 / LP / 2019 dated 30 December, 2019, the Company entered into a partnership with PT. MAS INDUSTRIAL CUP about Retrofit Work 3 AC Super Executive Large Bus Units, 1 AC Pontianak Branch Big Bus Business Unit and 4 Executive AC Bandar Lampung Big Bus Units.

**35. PERIKATAN DAN KONTINJENSI**  
(lanjutan)

- bp. Berdasarkan Surat Perjanjian/Kontrak No: 0037.00/KU.103/SPK/00/LP/2019 tanggal 30 Desember 2019, Perusahaan mengadakan kerjasama tentang Pengadaan Rehabilitasi Kantor Cabang Pangkalpinang dan Pekerjaan Ruang Tunggu serta Toilet Penumpang.
- bq. Berdasarkan Surat Perjanjian/Kontrak No: 0034.00/KU.103/SPK/00/LP/2019 tanggal 27 Desember 2019, Perusahaan mengadakan kerjasama tentang Addendum (Kesatu) Pengadaan Jasa Pelatihan Tanggap Darurat Kebakaran Perum DAMRI Tahun 2019.
- br. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0435/KU.103/SPK/VII-2019 tanggal 22 Juli 2019, Perusahaan mengadakan kerjasama tentang Pengadaan 12 Unit Mercedes Benz Sprinter.
- bs. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0420/KU.103/SPK/VIII-2019 tanggal 16 Agustus 2019, Perusahaan mengadakan kerjasama tentang Pengadaan Jok Penumpang 4 Unit Bus Medium Kantor Cabang Mataram untuk mendukung angkutan Kawasan Strategis Pariwisata Nasional (KSPN).
- bt. Berdasarkan Surat Perjanjian/Kontrak Nomor: 0430/KU.103/SPK/IX-2019 tanggal 5 September 2019, Perusahaan mengadakan kerjasama tentang Pengadaan Jok Penumpang 2 Unit Bus Besar Kantor Cabang Basoeta untuk Pengoperasian Trayek Bandar Lampung - Palembang.

**35. AGREEMENT AND CONTINGENCIES**  
(continued)

- bp. Based on the Agreement / Contract No: 0037.00 / KU.103 / SPK / 00 / LP / 2019 dated 30 December, 2019, the Company entered into a partnership regarding the Procurement of Rehabilitation of the Pangkalpinang Branch Office and Waiting Room and Passenger Toilets Work.
- bq. Based on the Agreement / Contract No: 0034.00 / KU.103 / SPK / 00 / LP / 2019 dated 27 December, 2019, the Company entered into a partnership on Addendum (First) Procurement of fire Emergency Response Training Services for Perum DAMRI in 2019.
- br. Based on the Agreement / Contract Number: 0435 / KU.103 / SPK / VII-2019 dated 22 July, 2019, the Company entered into a partnership regarding the Procurement of 12 Units of Mercedes Benz Sprinter.
- bs. Based on the Agreement Letter / Contract Number: 0420 / KU.103 / SPK / VIII-2019 dated 16 August, 2019, the Company entered into a partnership on the Procurement of Passenger Seat of 4 Units Medium Bus Mataram Branch Office to support the transportation of the National Strategic Tourism Area (KSPN).
- bt. Based on the Agreement Letter / Contract Number: 0430 / KU.103 / SPK / IX-2019 dated 5 September, 2019, the Company entered into a cooperation regarding the Procurement of Passenger Seat of 2 Large Bus units Basoeta Branch Office for Operation of the Bandar Lampung - Palembang Route.



(Disajikan dalam Rupiah)

(Expressed in Rupiah)

**36. TANGGUNG JAWAB MANAJEMEN  
DAN PERSETUJUAN ATAS LAPORAN  
KEUANGAN**

Penyusunan dan penyajian wajar laporan keuangan dari halaman 1 sampai 130 merupakan tanggung jawab manajemen dan telah disetujui oleh Direksi untuk diterbitkan pada tanggal 29 Maret 2020.

**37. KONDISI BISNIS PERUSAHAAN DAN  
KEBERLANGSUNGAN USAHA**

Wabah virus corona (COVID-19) pertama kali diidentifikasi di Wuhan (Cina) mendekati akhir tahun 2019. Pada tanggal 30 Januari 2020, World Health Organization (WHO) mengumumkan bahwa wabah COVID-19 menjadi darurat global (*global emergency*). Sejak itu, banyak kasus COVID-19 yang telah didiagnosa, termasuk di negara-negara lain. Kasus pertama COVID-19 di Indonesia diumumkan pada tanggal 2 Maret 2020 oleh Presiden Republik Indonesia. Selanjutnya, pada tanggal 11 Maret 2020, WHO menyatakan wabah COVID-19 sebagai pandemik.

Dampak dari pandemi COVID-19 per 31 Desember 2020 mengakibatkan pendapatan Perusahaan turun sebesar Rp 503.615.752.513 sehingga mencapai kerugian sebesar Rp 220.077.411.000 pada tahun 2020. Pandemi masih terus berlangsung hingga saat ini sehingga menimbulkan ketidakpastian yang terkait dengan kondisi perekonomian. Opini kami tidak dimodifikasi sehubungan dengan hal tersebut.

**36. MANAGEMENT'S RESPONSIBILITY  
AND APPROVAL OF FINANCIAL  
STATEMENTS**

*The preparation and fair presentation of the financial statements on pages 1 to 130 were the responsibilities of management, which were approved by the Directors and authorized for issuance on 29 March 2020.*

**37. THE COMPANY'S BUSINESS  
CONDITION AND GOING CONCERN**

*The corona virus (COVID-19) outbreak was initially identified in Wuhan (China), close to end of 2019. On 30 January 2020, the World Health Organization (WHO) declared the outbreak as "Global emergency". Since then, more cases of COVID-19 have been diagnosed, including in other countries. The first case of COVID-19 in Indonesia was announced on 2 March 2020 by the Indonesian President. Subsequently, on 11 March 2020, WHO declared the outbreak as pandemic.*

*The impact of the COVID-19 pandemic as of 31 December 2020, resulting in a decrease in the Company's revenues by Rp 503,615,752,513, thus experiencing loss amounting to Rp 220,077,411,000 as of 2020. The pandemic is still ongoing as of the issuance of the financial statements so that it creates uncertainty related to economic conditions. Our opinion is not modified in this respect.*



**37. KONDISI BISNIS PERUSAHAAN DAN  
KEBERLANGSUNGAN USAHA**

Manajemen melakukan langkah-langkah untuk mengatasi kondisi tersebut dengan cara

1. Menjaga kondisi keuangan Perusahaan agar tetap sehat melalui pengembangan angkutan komersial disemua segmen, memaksimalkan penugasan layanan publik/PSO dan melakukan diversifikasi usaha.
2. Mengintegrasikan layanan transportasi antarmoda melalui sinergi layanan *first mile* dan atau *last mile* dengan PT KAI, Pelni, Airlines dan Organda yang direncanakan di mulai tahun 2021.
3. Peremajaan untuk angkutan perintis dan penyediaan bus listrik sebanyak 10 unit di tahun 2021 melalui asset-light model ataupun investasi
4. Mengoperasikan rute baru sebanyak 10 - 20 rute baru disetiap tahun, Pelabuhan, dan hub antar moda bersama dengan KAI di Yogyakarta, Surabaya, Semarang dan Tanjung Karang.
5. Integrasi solusi *ticketing* transportasi melalui integrasi titam (tiket antar moda) dengan kereta api, airline, dan angkutan laut serta pengembangan & implementasi Channel Penjualan Tiket (*Offline & Online*) yang direncanakan dimulai tahun 2021
6. Pengembangan jaringan public transport melalui angkutan Haji & Umrah di Arab Saudi, Bus listrik, angkutan by the service dan perintis dengan total penambahan bus baru sebanyak 390 unit.
7. Rencana investasi sampai dengan tahun 2021 sebesar Rp 388,28 Miliar yang terdiri dari Rp 65,29 Miliar dana internal dan 322,98 Miliar dana eksternal dari perbankan atau lembaga keuangan lainnya.

**37. THE COMPANY'S BUSINESS  
CONDITION AND GOING CONCERN**

Management takes steps to overcome the condition in a way

1. Maintaining the Company's financial condition to stay healthy through developing commercial transportation in all segments, maximizing public service assignments / PSOs and diversifying business.
2. Integrate intermodal transportation services through synergy of first mile and / or last mile services with PT KAI, Pelni, Airlines and Organda, which is planned to start in 2021
3. Rejuvenation of pioneer transportation and provision of 10 electric buses in 2021 through asset-light models or investment
4. Operate 10 - 20 new routes each year, ports, and intermodal hubs together with KAI in Yogyakarta, Surabaya, Semarang and Tanjung Karang.
5. Integration of transportation ticketing solutions through integration of titam (intermodal tickets) with trains, airlines and sea transportation as well as the development & implementation of Ticket Sales Channels (Offline & Online) which are planned to start in 2021
6. Development of public transport networks through Hajj & Umrah transportation in Saudi Arabia, electric buses, by the service and pioneering transportation with a total addition of 390 new buses.
7. The investment plan until 2021 is IDR 388.28 billion consisting of IDR 65.29 billion of internal funds and 322.98 billion of external funds from banks or other financial institutions.

**38. Kejadian Setelah Tanggal Neraca**

**a. Susunan Dewan Pengawas**

Berdasarkan Keputusan Menteri Badan Usaha Milik Negara selaku Wakil Pemerintah sebagai Pemilik Modal Perusahaan Umum (PERUM) DAMRI No. SK-29/MBU/01/2021 tanggal 28 Januari 2021 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perusahaan Umum (PERUM) DAMRI memutuskan memberhentikan saudara Muhammad Salim sebagai Ketua Dewan Pengawas Independen Perusahaan Umum (PERUM) DAMRI dan mengangkat saudara Sam Budigusdian sebagai Ketua Dewan Pengawas Perusahaan Umum (PERUM) DAMRI.

**b. Susunan Direksi**

Berdasarkan Keputusan Menteri Badan Usaha Milik Negara selaku Wakil Pemerintah sebagai Pemilik Modal Perusahaan Umum (PERUM) DAMRI No. SK-5/MBU/01/2021 tanggal 7 Januari 2021 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perusahaan Umum (PERUM) DAMRI, memutuskan memberhentikan saudara Sri Purwanto sebagai Direktur Keuangan Perusahaan Umum (PERUM) DAMRI dan mengangkat saudara Joni Prasetyanto sebagai anggota Direktur Keuangan Perusahaan Umum (PERUM) DAMRI.

**38. Subsequent Events**

**a. Board of Supervisors**

Based on the Decree of the Minister of State-Owned Enterprises as a Government Representative as the Shareholder of Perusahaan Umum (PERUM) DAMRI No. SK-29/MBU/01/2021 dated 28 January, 2021 concerning the Dismissal and Appointment of a Member of the Board of Supervisors of Perusahaan Umum (PERUM) DAMRI, who decided to dismiss Muhammad Salim's brother as a Chairman of the Independent Supervisory Board of Perusahaan Umum (PERUM) DAMRI and appointed Sam Budigusdian's brother as a chairman of Supervisory Board of Perusahaan Umum (PERUM) DAMRI.

**b. Board of Directors**

Based on the Decree of the Minister of State-Owned Enterprises as the Government's Representative as the Owner of DAMRI Public Company (PERUM) No. SK-5 / MBU / 01/2021 dated January 7, 2021 concerning the Dismissal and Appointment of Members of the Supervisory Board of Public Companies (PERUM) DAMRI, decided to dismiss Sri Purwanto as Director of Finance for Public Company (PERUM) DAMRI and appointed brother Joni Prasetyanto as member of the Director of Finance Public Company (PERUM) DAMRI.





TAKES YOU EVERYWHERE

**Perum DAMRI Kantor Pusat**

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