



Tata Kelola Perusahaan

Corporate Governance

05





Komitmen Penerapan Tata Kelola

Commitment to Corporate Governance Implementation



PERTAMINA berkomitmen secara penuh untuk menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) secara konsisten dan komprehensif di setiap kegiatan usaha. PERTAMINA meyakini penerapan GCG secara konsisten dan berkesinambungan dapat berdampak baik bagi PERTAMINA. Hal ini mampu mendorong kinerja perusahaan untuk semakin kompetitif dan dinamis sekaligus meningkatkan kepercayaan *stakeholders*.

DASAR PENERAPAN TATA KELOLA PERUSAHAAN

Penerapan tata kelola perusahaan PERTAMINA dilandasi atas sejumlah peraturan perundang-undangan sebagai berikut:

1. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Menteri BUMN No. PER-01/MBU/2011 juncto No. PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN;

PERTAMINA is fully committed to consistently and comprehensively implementing the principles of Good Corporate Governance (GCG) in every business activity. PERTAMINA believes that a consistent and continuous implementation of GCG will have a positive impact on PERTAMINA. This implementation of GCG can encourage the Company to realize more competitive and dynamic performance while at the same time increasing stakeholders' trust.

BASIS FOR CORPORATE GOVERNANCE IMPLEMENTATION

The implementation of corporate governance in PERTAMINA is based on several laws and regulations as follows:

1. Law of the Republic of Indonesia Number 19 of 2003 concerning State Owned Enterprises;
2. Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies;
3. Minister of SOE Regulation Number PER-01/MBU/2011 juncto Number PER-09/MBU/2012 on the Implementation of Good Corporate Governance in SOEs;

4. Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN;
5. Anggaran Dasar Perusahaan.

4. Secretary to the Ministry of SOE Decree Number SK-16/S.MBU/2012 on Indicators/Parameters for Assessing and Evaluating the Implementation of Good Corporate Governance in SOEs.
5. The Company's Articles of Association

PRINSIP TATA KELOLA PERUSAHAAN

PERTAMINA berpegang kepada 5 (lima) prinsip GCG yaitu TARIF; *Transparency, Accountability, Responsibility, Independency* dan *Fairness*, dengan jangkauan dan ruang lingkup mencakup ke setiap operasional bisnis dan seluruh elemen organisasi.

- Transparansi (*transparency*), yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan.
- Akuntabilitas (*accountability*), yaitu kejelasan fungsi, pelaksanaan, dan pertanggungjawaban organ sehingga pengelolaan perusahaan terlaksana secara efektif.
- Pertanggungjawaban (*responsibility*), yaitu kesesuaian di dalam pengelolaan perusahaan terhadap peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.
- Independensi (*independency*), yaitu keadaan perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.
- Kewajaran (*fairness*), yaitu keadilan dan kesetaraan di dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.

CORPORATE GOVERNANCE PRINCIPLES

PERTAMINA adheres to 5 (five) GCG principles, namely TARIF: *Transparency, Accountability, Responsibility, Independence* and *Fairness*, with the reach and scope covering every business operation and all elements of the organization.

- Transparency, is openness in carrying out the decision-making process and openness in disclosing material and relevant information concerning the Company.
- Accountability, is clarity in functions, implementation, and responsibility of organs for effective implementation of the Company's management.
- Responsibility, is adherence in the company's management to laws and regulations and sound corporate principles.
- Independency, is the state of the Company being professionally managed without conflict of interests and influences/pressures from any parties, which are not in conformity with laws and regulations and sound corporate principles.
- Fairness, is justice and equality in meeting the rights of stakeholders, arising based on agreements and laws and regulations.

Kerangka Tata Kelola

Corporate Governance Framework

Penerapan GCG di PERTAMINA mengacu pada peraturan perundang-undangan yang berlaku dan *best practices* yang berlaku di industri. Untuk itu, PERTAMINA telah menyusun kerangka penerapan GCG yang secara umum dapat dibagi menjadi 3 (tiga) bagian, yaitu:

1. *Governance Structure* yaitu struktur tata kelola yang terdiri dari organ utama dan organ pendukung.
2. *Governance Process* yaitu proses dan mekanisme kerja dari organ tata kelola.
3. *Governance Outcome* yaitu hasil dari penerapan tata kelola.

The implementation of GCG at PERTAMINA refers to the applicable laws and regulations and best practices that apply in the industry. For this reason, PERTAMINA has developed a GCG implementation framework which can generally be divided into 3 (three) parts, namely:

1. Governance Structure, which consists of main organs and supporting organs.
2. Governance Process, which is the process and work mechanism of the governance organs.
3. Governance Outcome, which is the result of governance implementation.

STRUKTUR TATA KELOLA

Sesuai dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, Organ Perusahaan terdiri dari:

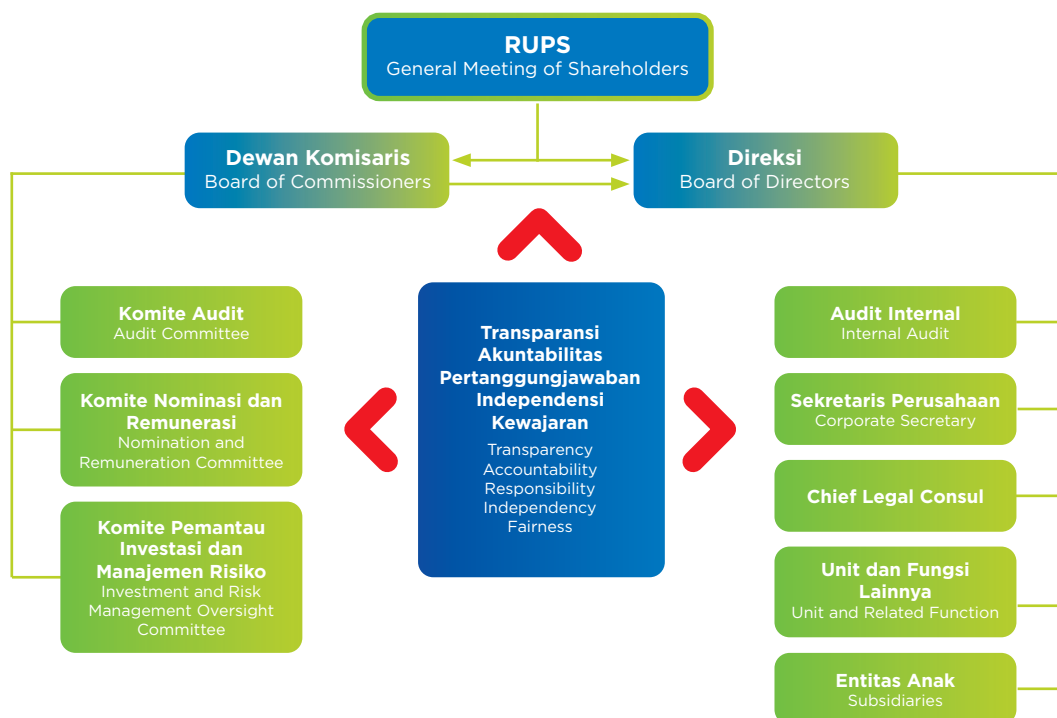
1. Rapat Umum Pemegang Saham (RUPS)
Organ perusahaan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-Undang dan/atau Anggaran Dasar.
2. Dewan Komisaris
Organ perusahaan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi.
3. Direksi
Organ perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan perusahaan, sesuai dengan maksud dan tujuan yang telah ditentukan untuk mencapai kepentingan perusahaan, termasuk mewakili sesuai dengan ketentuan Anggaran Dasar.

GOVERNANCE STRUCTURE

In accordance with Law No. 40 of 2007 concerning Limited Liability Companies, the Company's organs consist of:

1. General Meeting of Shareholders (GMS)
The Company's organ that has the authorities that are not granted to the Board of Directors or the Board of Commissioners within the limits specified in the Law and/or the Articles of Association.
2. Board of Commissioners
The Company's organ that is in charge of carrying out general and/or specific supervision in accordance with the Articles of Association and providing advice to the Board of Directors.
3. The Board of Directors
The Company's organ that is authorized and fully responsible for managing the Company, in accordance with the aims and objectives that have been determined to achieve the interests of the Company, including representing the Company in accordance with the provisions of the Articles of Association.

Bagan Struktur Tata Kelola Governance Structure



Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dan Direksi dapat membentuk organ pendukung, sesuai dengan kebutuhan dan peraturan perundang-undangan yang berlaku.

Hingga 31 Desember 2022, organ pendukung yang dimiliki Dewan Komisaris adalah:

1. Komite Audit
2. Komite Nominasi dan Remunerasi
3. Komite Pemantau Investasi dan Manajemen Risiko

Selain itu, Dewan Komisaris dan komite-komite tersebut juga dibantu oleh Sekretaris Dewan Komisaris, khususnya terkait hal-hal yang bersifat administratif.

Sedangkan organ pendukung yang dimiliki Direksi adalah:

1. Unit Audit Internal
2. Sekretaris Perusahaan
3. Unit dan Fungsi Lainnya
4. Entitas Anak

Seluruh organ tata kelola tersebut memiliki hubungan yang saling terkait satu dengan lainnya dan bekerja berdasarkan prinsip tata kelola yaitu TARIF.

In carrying out their duties and responsibilities, the Board of Commissioners and the Board of Directors may form supporting organs according to the needs and prevailing laws and regulations.

As of December 31, 2022, the supporting organs owned by the Board of Commissioners are:

1. Audit Committee
2. Nomination and Remuneration Committee
3. Investment Monitoring and Risk Management Committee

In addition, the Board of Commissioners and the committees are also assisted by the Secretary to the Board of Commissioners, especially regarding administrative matters.

While the supporting organs owned by the Board of Directors are:

1. Internal Audit Unit
2. Corporate Secretary
3. Other Units and Functions
4. Subsidiaries

All these governance organs have interrelated relationships with one another and work based on the governance principle, namely TARIF.

PROSES TATA KELOLA

Governance process merupakan serangkaian mekanisme dan proses penerapan prinsip *corporate governance* yang didukung oleh kecukupan struktur dan infrastruktur agar dapat menghasilkan *outcome* yang sesuai dengan harapan pemangku kepentingan PERTAMINA.

Untuk meningkatkan kualitas dan cakupan implementasi tata kelola secara berkelanjutan, PERTAMINA telah menyusun dan menerapkan kebijakan-kebijakan operasional bagi seluruh unit kerja sejalan dengan prinsip tata kelola perusahaan, antara lain dengan memberlakukan Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*), Panduan Dewan (*Board Manual*), dan Pedoman Perilaku (*Code of Conduct*). Selain itu, ada kode kepatuhan yang mengatur perihal gratifikasi, benturan kepentingan, Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), dan *Whistleblowing System* (WBS), serta didukung penerapan *Compliance Online System* (Compols).

Mekanisme Tata Kelola Perusahaan

Mekanisme tata kelola merupakan proses yang mengatur peran dan fungsi organ tata kelola dalam menyelaraskan harapan dari seluruh pemangku kepentingan, baik pemangku kepentingan internal maupun pemangku kepentingan eksternal. Dengan penerapan mekanisme tata kelola yang baik, diharapkan dapat mendorong terciptanya hasil tata kelola yang berkualitas untuk memenuhi harapan seluruh pemangku kepentingan dan meningkatkan nilai Perseroan, sebagaimana tergambar dalam bagan berikut:

GOVERNANCE PROCESS

Governance process is a series of mechanisms and processes for implementing corporate governance principles which are supported by adequate structure and infrastructure in order to produce outcome according to the expectations of PERTAMINA stakeholders.

To enhance the quality and scope of governance implementation in a sustainable manner, PERTAMINA has prepared and implemented operational policies for all work units in line with the principles of corporate governance, among others by enforcing the Code of Corporate Governance, Board Manual, and Code of Conduct. In addition, there is a code of compliance that regulates gratuities, conflicts of interest, State Official Wealth Report (LHKPN), and the Whistleblowing System (WBS), and is supported by the implementation of the Compliance Online System (Compols).

Corporate Governance Mechanism

The governance mechanism is a process that regulates the roles and functions of the governance organs in aligning the expectations of all stakeholders, both internal and external stakeholders. The implementation of good governance mechanism is expected to encourage the creation of quality governance results to meet the expectations of all stakeholders and increase the value of the Company, as illustrated in the following chart:



Komitmen penerapan GCG berpijak pada kepatuhan terhadap ketentuan yang menjadi dasar penerapan tata kelola perusahaan, dan mengedepankan hal-hal yang menjadi prinsip-prinsip tata kelola perusahaan. Secara berkala PERTAMINA melakukan penilaian untuk mengetahui tingkat penerapan GCG, dan menindaklanjuti setiap rekomendasi yang diberikan untuk peningkatan penerapan GCG.

The commitment to implementing GCG is based on compliance with the provisions that form the basis for implementing corporate governance, and prioritizing matters that become the principles of corporate governance. Periodically PERTAMINA conducts an assessment to determine the level of GCG implementation, and follows up on any recommendations provided to improve GCG implementation.

HASIL PENERAPAN TATA KELOLA

Implementasi GCG di PERTAMINA bertujuan untuk meningkatkan pencapaian hasil usaha serta memberikan nilai tambah bagi pemangku kepentingan dan pemegang saham, guna mendukung visi dan misi Perseroan. Penerapan GCG memiliki manfaat yang besar bagi Perseroan, salah satunya adalah untuk memandu Perseroan dalam menjalankan roda bisnisnya.

Penerapan prinsip GCG juga dapat memberikan perlindungan atas aset Perseroan dan kemampuan Perseroan dalam menghadapi risiko, di samping peningkatan profitabilitas secara berkelanjutan. Karena itu, PERTAMINA bertekad dan memiliki semangat kuat untuk terus memperbaiki serta meningkatkan kualitas penerapan GCG.

Penerapan prinsip GCG yang secara konsisten dilakukan PERTAMINA telah memberikan hasil yang sangat baik. Hal ini dapat tercermin dari kinerja operasional dan keuangan Perseroan yang sangat kuat. Bahkan, di tahun 2022, PERTAMINA berhasil membukukan sejumlah hasil yang sangat baik, antara lain:

1. Corporate Governance Asia (Hong Kong)
2. Indonesia Excellence Good Corporate Governance 2022: Implementing a Continuous Process

GOVERNANCE OUTCOME

GCG implementation at PERTAMINA aims to increase the achievement of business results and provide added value for stakeholders and shareholders, with a view to support the Company's vision and mission. The implementation of GCG has great benefits for the Company, one of which is to guide the Company in running its business.

The implementation of GCG principles can also provide protection for the Company's assets and the Company's ability to deal with risks, in addition to increasing profitability on an ongoing basis. Therefore, PERTAMINA is determined and has a strong passion to continuously improve and increase the quality of GCG implementation.

PERTAMINA's consistent application of GCG principles has yielded excellent results. This can be reflected in the Company's very strong operational and financial performance. In fact, in 2022, PERTAMINA managed to record several outstanding results, including:

1. Corporate Governance Asia (Hong Kong)
2. Indonesia Excellence Good Corporate Governance 2022: Implementing a Continuous Process

Peningkatan Kualitas Penerapan Tata Kelola Secara Berkelanjutan

Continuous Improvement of Governance Implementation Quality

PERTAMINA menyadari, untuk terus meningkatkan kualitas penerapan *Good Corporate Governance* (GCG), diperlukan adanya upaya yang secara terus-menerus dan terarah serta secara konsisten berkelanjutan diterapkan oleh seluruh Organ Perusahaan.

PERTAMINA terus berupaya untuk menyempurnakan struktur, organ dan mekanisme tata kelola. Tahun 2021 lalu, sebagai bagian dari upaya PERTAMINA untuk meningkatkan kualitas penerapan GCG, khususnya untuk menjadikan PERTAMINA sebagai organisasi yang bebas dari praktik korupsi dan suap, PERTAMINA meraih sertifikat ISO 37001:2016 Sistem Manajemen Anti-Penyuapan (SMAP) untuk lingkup korporat. Sertifikasi tersebut menjadi bukti bahwa PERTAMINA sebagai *holding* BUMN migas telah menerapkan SMAP di seluruh proses bisnisnya.

PERTAMINA juga berinisiatif melakukan kerja sama dengan Komisi Pemberantasan Korupsi (KPK) untuk memperkuat GCG pada kerangka penerapan ESG, serta penegak hukum lainnya, yakni Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK), Badan Pengawasan Keuangan dan Pembangunan (BPKP), dan Kejaksaan Agung. Upaya tersebut merupakan bentuk penerapan GCG dan komitmen PERTAMINA dalam meningkatkan kelangsungan usaha yang sehat, kompetitif, dan meningkatkan kepercayaan dan pelayanan publik.

PERTAMINA realizes that in order to constantly improve the quality of Good Corporate Governance (GCG) implementation, continuous, directed, and consistent efforts shall be done by all Company's Organs.

PERTAMINA continuously strive to improve the structure, organs and mechanism of governance. In 2021, as part of PERTAMINA's efforts to improve the quality of GCG implementation, most notably to make PERTAMINA an organization that is free from corruption and bribery practices, PERTAMINA obtained an ISO 37001: 2016 Anti-Bribery Management System (SMAP) certificate for the corporate scope. This certification is proof that PERTAMINA as a SOE oil and gas holding company has implemented SMAP in all of its business processes.

PERTAMINA also took the initiative to collaborate with the Corruption Eradication Commission (KPK) to strengthen GCG within the ESG implementation framework, as well as with other law enforcers, namely the Indonesian Financial Transaction Reports and Analysis Center (PPATK), the Financial and Development Supervisory Agency (BPKP), and the Attorney General's Office. This effort is a form of GCG implementation and PERTAMINA's commitment to improving healthy, competitive business continuity and increasing public trust and services.

ASSESSMENT GCG

PENILAIAN/EVALUASI PENERAPAN GCG

PERTAMINA melakukan penilaian (*assessment*)/evaluasi (*review*) atas implementasi GCG yang bertujuan untuk memperoleh gambaran mengenai kondisi penerapan GCG sesuai dengan ketentuan yang berlaku dan praktik-praktik terbaik (*Best Practices*) penerapan GCG, sehingga area-area yang memerlukan penyempurnaan dapat diidentifikasi. Penilaian dilakukan oleh pihak eksternal yang independen dua tahun sekali dan di antara periode tersebut Perseroan melakukan penilaian mandiri (*self assessment*). Hasil penilaian GCG akan memberikan gambaran terkini terkait kondisi penerapan GCG di Perusahaan.

GCG ASSESSMENTS

ASSESSMENT/EVALUATION OF GCG IMPLEMENTATION

PERTAMINA conducts an assessment/evaluation (review) of GCG implementation which aims to obtain an overview of the condition of GCG implementation in accordance with applicable regulations and best practices for GCG implementation, so that areas requiring improvement can be identified. The assessment is carried out by an independent external party once every two years and between these periods the Company conducts a self-assessment. The results of the GCG assessment will provide an up-to-date picture regarding the condition of GCG implementation in the Company.

Kriteria yang Digunakan Dalam Penilaian

Penilaian/Evaluasi penerapan GCG di PERTAMINA mengacu pada ketentuan Peraturan Menteri BUMN Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN. Proses penilaian GCG menggunakan standar alat uji yang diatur di dalam 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. Aspek-aspek GCG yang dinilai terangkum dalam 43 indikator dengan 153 parameter. Penilaian mencakup tingkat kesesuaian penerapan GCG berdasarkan pemenuhan parameter/*scorecard* pada 6 aspek berikut ini:

Criteria Used in Assessment

The assessment/evaluation of GCG implementation at PERTAMINA refers to the provisions of the SOE Minister Regulation Number PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOE. The GCG assessment process uses the standard test tool regulated in the Decree of the Secretary to the SOE Minister Number SK-16/S. MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG) in SOEs. GCG aspects assessed are summarized in 43 indicators with 153 parameters. The assessment includes the suitability level of GCG implementation based on the fulfillment of the parameters/*scorecard* in the following 6 aspects:



Hasil Assessment

Berdasarkan *assessment* terhadap penerapan GCG periode tahun buku 2022, PERTAMINA memperoleh skor 95,06 dengan predikat Sangat Baik. Pencapaian tersebut sedikit lebih rendah dibandingkan hasil *assessment* tahun sebelumnya di mana PERTAMINA memperoleh skor 96,94 dengan predikat Sangat Baik. Penurunan skor tersebut disebabkan oleh beberapa pedoman yang belum dimutakhirkan, perlunya pengembangan Sistem Pengendalian Internal (SPI) yang holistik yang meliputi komponen-komponen yaitu pendekatan unsur lingkungan pengendalian, pengelolaan risiko, aktivitas pengendalian, sistem informasi dan komunikasi dan pemantauan, pelaksanaan dan pelaporannya.

Assessment results

Based on the assessment of GCG implementation for the 2022 financial year, PERTAMINA obtained a score of 95.06 with the title Very Good. This achievement was slightly lower than the results of the previous year's assessment where PERTAMINA obtained a score of 96.94 with a Very Good predicate. The decrease in the score is mainly due to the fact that there are still several guidelines that have not been updated and the need to develop a holistic Internal Control System (SPI) which includes components, namely the approach to elements of the control environment, risk management, control activities, information and communication systems and monitoring, implementation and reporting.

Jenis Penilaian Assessment Type	: Penilaian (Assessment) Assessment
Asesor/Penilai Assessor	: PT Adikarya Gemilang Solusindo
Periode Penerapan Implementation Period	: 1 Januari - 31 Desember 2022 January 1 - December 31, 2022
Tahun Ukur Measurement Year	: 2022
Waktu Pengukuran Measurement Time	: November 2022 sd Maret 2023 November 2022 to March 2023

Hasil Penilaian GCG PERTAMINA Tahun 2022
Results of PERTAMINA's GCG Assessment 2022

Aspek Penilaian Aspect of Assessment	Bobot (%) Weight (%)	Nilai Value	Capaian (%) Achievement (%)
Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to the Sustainable Implementation of Good Corporate Governance	7.00	6.85	97,83%
Pemegang Saham dan RUPS Shareholders and GMS	9.00	8.75	97,27%
Dewan Komisaris Board of Commissioners	35.00	34,19	97,66%
Direksi Board of Directors	35.00	32,96	94,18%
Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9.00	8,06	89,58%
Aspek Lainnya Other Aspects	5.00	4,25	85,00%
Skor Capaian Keseluruhan Overall Score Achievement	100.00	95,06	95,06%
Kualifikasi Kualitas Penerapan GCG GCG Implementation Quality Qualification			SANGAT BAIK VERY GOOD

REKOMENDASI DAN TINDAK LANJUT

Terhadap parameter pada masing-masing aspek pengujian yang masih memerlukan perbaikan, direkomendasikan hal-hal sebagai berikut:

1. KOMITMEN TERHADAP PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK SECARA BERKELANJUTAN
 - a. Perusahaan agar memutakhirkan Pedoman Tata Kelola Perusahaan yang Baik (GCG Code) dengan mengacu pada Peraturan yang dikeluarkan oleh Kementerian BUMN khususnya terkait penyusunan RJPP dan Kontrak Manajemen.
 - b. Perusahaan agar memutakhirkan kebijakan/ketentuan tentang pengendalian gratifikasi dengan menambahkan pernyataan Komitmen Dewan Komisaris dan Direksi.

RECOMMENDATIONS AND FOLLOW-UPS

Regarding the parameters in each assessment aspect that still need improvement, the following are recommended:

1. COMMITMENT TO SUSTAINABLE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE
 - a. The Company should update the GCG Code with reference to regulations issued by the SOE Ministry, specifically regarding the preparation of the Company's Long-Term Plan (RJPP) and Management Contracts.
 - b. The Company should update the policies/provisions regarding gratification control by adding a statement of Commitment of the Board of Commissioners and the Board of Directors.

2. PEMEGANG SAHAM DAN RUPS

- Pemegang Saham dan RUPS agar menetapkan pengangkatan anggota Direksi yang definitif selambat-lambatnya 30 (tiga puluh) hari sejak masa jabatan tersebut berakhir.
- Pemegang Saham dan RUPS agar menetapkan komposisi jumlah Dewan Komisaris maksimal sama dengan jumlah anggota Direksi.
- Pemegang Saham dan RUPS agar menambahkan indikator kinerja utama dan kriteria keberhasilan dalam ketentuan tentang evaluasi kinerja anggota Dewan Komisaris serta memberikan penilaian kinerja Dewan Komisaris berdasarkan Laporan Kinerja Dewan Komisaris dan dituangkan dalam Risalah RUPS/Keputusan Menteri.

3. DEWAN KOMISARIS

- Dewan Komisaris agar merencanakan kebutuhan tema pelatihan dalam rencana pelatihan Dewan Komisaris yang dituangkan dalam Rencana Kerja Dewan Komisaris.
- Dewan Komisaris agar melakukan telaah dan menyampaikan arahan atas sistem pengendalian internal menyeluruh yang meliputi: (1) kebijakan/rancangan dan pelaksanaan sistem pengendalian internal; (2) hasil evaluasi atas efektivitas pengendalian internal pada tingkat entitas; (3) hasil evaluasi atas efektivitas pengendalian internal pada tingkat operasional/aktivitas; (4) *internal control reports*.
- Dewan Komisaris agar melakukan telaah dan memberikan arahan atas laporan hasil audit atas kepatuhan terhadap peraturan perundang-undangan yang berlaku (PSA-62) yang diterbitkan Akuntan Publik yang mengaudit laporan keuangan.
- Risalah rapat Dewan Komisaris agar mencantumkan pendapat yang berbeda (*dissenting comments*) dengan apa yang diputuskan dalam rapat Dewan Komisaris dan jalannya rapat (dinamika rapat).

4. DIREKSI

- Direksi agar menyusun rencana kerja pelatihan/pembelajaran serta memastikan seluruh anggota Direksi telah melaksanakan pelatihan/pembelajaran tersebut sesuai dengan rencana kerja.
- Direksi agar memastikan tidak terdapat penyimpangan atas kebijakan-kebijakan operasional dan standar operasional baku (SOP) untuk proses bisnis inti (*core business*) Perseroan.

2. SHAREHOLDERS AND GMS

- Shareholders and GMS are required to determine the definitive appointment of members of the Board of Directors no later than 30 (thirty) days after the term of office ends.
- Shareholders and GMS are required to determine the composition of the maximum number of members of the Board of Commissioners equal to the number of members of the Board of Directors.
- Shareholders and GMS are required to add key performance indicators and success criteria in the provisions regarding the evaluation of the performance of members of the Board of Commissioners and provide an assessment of the performance of the Board of Commissioners based on the Board of Commissioners' Performance Report and set forth in the Minutes of the GMS/Ministerial Decree.

3. THE BOARD OF COMMISSIONERS

- The Board of Commissioners should plan the needs of the training theme in the Board of Commissioners' training plan as outlined in the Board of Commissioners' Work Plan.
- The Board of Commissioners is required to conduct a review and provide direction on the overall internal control system which includes: (1) the policy/design and implementation of the internal control system; (2) evaluation results on the effectiveness of internal control at the entity level; (3) evaluation results on the effectiveness of internal control at the operational/activity level; (4) internal control reports.
- The Board of Commissioners is required to conduct a review and provide direction on the audit results report on compliance with applicable laws and regulations (PSA-62) issued by the Public Accountant who audits the financial statements.
- Minutes of meetings of the Board of Commissioners must include dissenting comments on what have been decided at the meeting of the Board of Commissioners and the course of the meeting (meeting dynamics).

4. THE BOARD OF DIRECTORS

- The Board of Directors must prepare a training/learning work plan and ensure that all members of the Board of Directors have carried out the training/learning in accordance with the work plan.
- The Board of Directors must ensure that there are no deviations from operational policies and standard operating standards (SOP) for the Company's core business processes.

- c. Direksi agar memiliki ketentuan tentang kesegeraan untuk mengkomunikasikan kepada tingkatan organisasi di bawah Direksi terkait dengan keputusan Direksi, maksimal 7 hari sejak disahkan/ditandatangani.
- d. Direksi agar memastikan nilai total Harga Perkiraan Sendiri (HPS) bersifat terbuka dan tidak rahasia, serta memastikan SOP pengadaan barang dan jasa telah dijalankan dengan benar dan tidak terdapat temuan-temuan audit baik oleh auditor eksternal dan auditor internal.
- e. Direksi agar melengkapi kebijakan manajemen risiko yang memuat penetapan selera risiko dan prosedur pengelolaan risiko untuk tiap-tiap jenis risiko.
- f. Direksi agar menetapkan pedoman pelaksanaan sistem pengendalian internal yang mengatur kerangka (*framework*) pengendalian internal antara lain dengan pendekatan unsur lingkungan pengendalian, pengelolaan risiko, aktivitas pengendalian, sistem informasi dan komunikasi dan pemantauan, pelaksanaan dan pelaporannya serta melakukan evaluasi/penilaian atas efektivitas pengendalian internal pada tingkat entitas dan tingkat operasional, dan selanjutnya menerbitkan *internal control report*.
- g. Direksi agar sepenuhnya menindaklanjuti hasil pemeriksaan SPI dan auditor eksternal (KAP dan BPK).
- h. Direksi agar meningkatkan kepatuhan terhadap peraturan perundang-undangan yang berlaku sehingga tidak terdapat pembicaraan/sorotan oleh publik/pers dalam masalah tertentu.
- i. Direksi agar memastikan bahwa tidak terdapat pengambilan keputusan transaksional yang mengandung benturan kepentingan seperti transaksi kesempatan perusahaan (*corporate opportunity*) dan transaksi yang mengandung benturan kepentingan (*conflict of interest*).
- j. Direksi agar menyampaikan laporan manajemen triwulanan kepada Dewan Komisaris secara tepat waktu, yakni sebelum batas waktu penyampaian kepada Pemegang Saham/Pemilik Modal.
- k. Direksi agar melengkapi pedoman/tata tertib Rapat Direksi, minimal mengatur etika rapat dan penyusunan risalah rapat, evaluasi tindak lanjut hasil rapat sebelumnya, serta pembahasan atas arahan/usulan dan/atau keputusan Dewan Komisaris.
- c. The Board of Directors must have provisions regarding the urgency to communicate to the organizational levels below the Board of Directors regarding the decision of the Board of Directors within a maximum of 7 days after it has been ratified/signed.
- d. The Board of Directors must ensure that the total Owner Estimate or Self-Estimated Price (HPS) is open and not confidential and ensure that the SOP for the procurement of goods and services has been carried out correctly and there have been no audit findings by both the external auditor and the internal auditor.
- e. The Board of Directors is required to complete a risk management policy which includes determination of risk appetite and risk management procedures for each type of risk.
- f. The Board of Directors must establish guidelines for the implementation of the internal control system that regulates the framework for internal control, including the approach to elements of the control environment, risk management, control activities, information and communication systems and monitoring, implementation and reporting as well as evaluate/assess the effectiveness of internal controls on entity level and operational level, and then issue an internal control report.
- g. The Board of Directors must fully follow up on the results of SPI inspections and external auditors (Public Accountant Firm/KAP and The Audit Board of the Republic of Indonesia/BPK).
- h. Directors should improve compliance with applicable laws and regulations so that there is no discussion/highlight by the public/press on certain issues.
- i. The Board of Directors must ensure that there are no transactional decisions that contain conflicts of interest, such as corporate opportunity transactions and transactions bearing conflicts of interest.
- j. The Board of Directors are required to submit quarterly management reports to the Board of Commissioners in a timely manner, namely before the deadline for submission to Shareholders/Capital Owners.
- k. The Board of Directors must complete the guidelines/rules of conduct for the Board of Directors Meetings, at least regulate meeting ethics and preparation of meeting minutes, evaluate follow-up results of previous meetings, as well as discuss directions/proposals and/or decisions of the Board of Commissioners.

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| <p>l. Direksi agar melakukan evaluasi terhadap pelaksanaan keputusan hasil rapat sebelumnya dan mencantumkan dalam Risalah Rapat Direksi.</p> <p>m. Sekretaris Perusahaan agar meningkatkan pengetahuan di bidang hukum, pasar modal, manajemen keuangan, dan komunikasi perusahaan.</p> <p>n. Sekretaris Perusahaan agar senantiasa memutakhirkan materi informasi yang disajikan dalam <i>website</i> perusahaan secara berkala serta agar mencantumkan jalannya rapat (dinamika rapat) pada Risalah Rapat Direksi.</p> <p>o. Direksi agar memastikan bahwa pemanggilan RUPS dilakukan dalam jangka waktu paling lambat 14 (empat belas) hari sebelum tanggal RUPS diadakan.</p> | <p>l. The Board of Directors is required to evaluate the implementation of the decisions from the previous meeting and include them in the Minutes of the Board of Directors Meeting.</p> <p>m. The Corporate Secretary should increase knowledge in the fields of law, capital market, financial management, and corporate communications.</p> <p>n. The Corporate Secretary should regularly update the information material presented on the Company's website and include the proceedings of the meeting (meeting dynamics) in the Minutes of Meeting of the Board of Directors.</p> <p>o. The Board of Directors must ensure that the summons for the GMS is made no later than 14 (fourteen) days prior to the date the GMS is held.</p> |
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| <p>5. PENGUNGKAPAN INFORMASI DAN TRANSPARANSI:</p> <p>a. Kepatuhan Perseroan terhadap kebijakan pengendalian informasi perusahaan agar ditingkatkan dengan menindaklanjuti rekomendasi Laporan Tahunan Layanan Informasi Publik (LIPP) Pertamina Tahun 2022.</p> <p>b. Perusahaan agar memiliki kebijakan dan menerapkan pengelolaan dan pemutakhiran <i>website</i> sesuai dengan kebijakan.</p> <p>c. Laporan tahunan pada bagian Ikhtisar Data Keuangan Penting agar memuat peringkat obligasi</p> <p>d. Laporan Tahunan pada bagian Profil Perusahaan, agar memuat informasi:</p> <ul style="list-style-type: none"> • Umur anggota Dewan Komisaris dan Direksi. • Pelatihan karyawan yang akan dilakukan dan biaya pelatihan. • Periode audit, <i>fee</i> audit dan jasa lain yang diberikan akuntan selain jasa finansial audit. <p>e. Laporan Tahunan pada bagian Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan, agar memuat informasi:</p> <ul style="list-style-type: none"> • Pendapatan dan profitabilitas operasi per segmen bisnis. • Prospek bisnis yang dikaitkan dengan ekonomi secara umum dan pasar internasional, serta didukung data kuantitatif dari sumber data yang layak dipercaya. • Investasi, ekspansi, divestasi, akuisisi, restrukturisasi hutang/modal. • Dampak perubahan peraturan perundang-undangan terhadap laporan keuangan. • Alasan perubahan kebijakan akuntansi dan dampaknya terhadap laporan keuangan. | <p>5. INFORMATION DISCLOSURE AND TRANSPARENCY:</p> <p>a. The Company's compliance with the company's information control policy should be improved by following up on the recommendations of the Annual Report of Pertamina's 2022 Public Information Service (LIPP).</p> <p>b. The Company should have a policy and implement website management and updating in accordance with the policy.</p> <p>c. Annual report in the Key Financial Data Highlights section should include bond ratings.</p> <p>d. The Annual Report's Company Profile section should include information on:</p> <ul style="list-style-type: none"> • Age of members of the Board of Commissioners and Board of Directors. • Employee training carried out and training costs. • Audit period, audit fees and other services provided by accountants other than financial audit services. <p>e. The Annual Report's Management Discussion and Analysis section on the Company's Performance should contain information as follows:</p> <ul style="list-style-type: none"> • Revenue and operating profitability per business segment. • Business prospects related to the general economy and international markets. and supported by quantitative data from reliable data sources. • Investment, expansion, divestment, acquisition, debt/capital restructuring. • Impact of amendments in laws and regulations on financial reports. • Reasons for changes in accounting policies and their impact on financial reports. |
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- f. Laporan Tahunan pada bagian praktik Tata Kelola Perusahaan Yang Baik, agar memuat informasi:
- Pengungkapan prosedur penetapan dan besarnya remunerasi anggota Direksi, yang meliputi gaji, fasilitas, dan/atau tunjangan lain yang diterima dari Perseroan yang bersangkutan dan anak perusahaan/perusahaan patungan perusahaan yang bersangkutan.
 - Perkara penting yang sedang dihadapi Direksi/Dewan Komisaris.
 - Program *community development* terkait pendidikan pada bab tanggung jawab sosial dan lingkungan.
- g. Perusahaan agar meningkatkan kinerja terkait penghargaan dalam bidang publikasi dan keterbukaan informasi.
6. ASPEK LAINNYA
- a. Direksi agar memastikan tidak terdapat penyimpangan dari prinsip-prinsip Tata Kelola Perusahaan yang baik.

- f. The Annual Report's Good Corporate Governance practice section should contain information as follows:
- Disclosure of the procedure for determining and the amount of remuneration for members of the Board of Directors, which includes salaries, facilities and/or other allowances received from the Company and its subsidiaries/joint venture companies.
 - Important cases currently being faced by the Board of Directors/Board of Commissioners.
 - Community development programs related to education in the social and environmental responsibility chapter.
- g. The Company should improve performance related to awards in the field of publication and information disclosure.
6. OTHER ASPECTS
- a. The Board of Directors should ensure that there are no deviations from the Good Corporate Governance principles.

TINDAK LANJUT AREA OF IMPROVEMENT GCG 2021 DI TAHUN 2022

Berdasarkan Pemantauan atas *Area of Improvement* GCG PT Pertamina (Persero) Periode tahun 2021, terdapat 31 *Area of Improvement* GCG. Pada tahun 2022, Perusahaan berhasil menindaklanjuti selesai 24 Aol, serta 7 Aol dalam proses tindak lanjut.

Nilai GCG yang dicapai PERTAMINA sangat dipengaruhi berbagai macam faktor sehingga memiliki pergerakan yang fluktuatif sebagaimana ditunjukkan dalam tabel di bawah ini:

FOLLOW UP THE 2021 GCG AREAS OF IMPROVEMENT IN 2022

Based on the Monitoring of PT Pertamina (Persero)'s GCG Areas of Improvement (Aol) for the 2021 period, there are 31 GCG Areas of Improvement. In 2022, the Company has succeeded in following up on the completion of 24 Aol, and 7 Aol are in the follow-up process.

PERTAMINA'S GCG score is greatly influenced by various factors so that it has been fluctuating as shown in the table below:

Deskripsi Descriptions	2019 PT RSM Indonesia Konsultan	2020 PT Sinergi Daya Prima	2021 PT RSM Indonesia Konsultan	2022 PT Adikarya Gemilang Solusindo
Nilai GCG GCG Score	92,65	92,85	96,94	95,06
Kriteria Criteria	Sangat Baik Very Good	Sangat Baik Very Good	Sangat Baik Very Good	Sangat Baik Very Good

Rapat Umum Pemegang Saham

General Meeting of Shareholders



Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas menyebutkan Rapat Umum Pemegang Saham (RUPS) adalah organ perusahaan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan.

JENIS-JENIS RUPS

Sesuai dengan Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku, terdapat dua jenis RUPS, yaitu RUPS Tahunan dan RUPS Luar Biasa.

1. Penyelenggaraan RUPS Tahunan (RUPST) meliputi RUPS Persetujuan Laporan Tahunan dan RUPS Rencana Kerja & Anggaran Perusahaan.
2. Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang waktu pelaksanaannya terjadi di luar waktu RUPST.

Law No. 40 of 2007 concerning Limited Liability Companies provides that the General Meeting of Shareholders (GMS) is a company's organ that has authority that is not granted to the Board of Directors or the Board of Commissioners within specified limits.

TYPES OF GMS

In accordance with the Company's Articles of Association and applicable laws and regulations, there are two types of GMS, namely the Annual GMS and the Extraordinary GMS.

1. Annual GMS (AGMS), which includes the GMS for Annual Report Approval and the GMS for the Company's Work Plan & Budget
2. Extraordinary General Meeting of Shareholders (EGMS), which is held during the time outside the time of the AGMS.

WEWENANG RUPS

RUPS memiliki kewenangan, antara lain:

1. Menetapkan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP);
2. Menetapkan alokasi laba Perusahaan;
3. Mengangkat dan memberhentikan Direksi dan Komisaris;
4. Menetapkan target kinerja masing-masing Direksi dan Komisaris;
5. Melakukan penilaian kinerja secara kolektif maupun masing-masing Direksi dan Komisaris;
6. Menetapkan auditor eksternal untuk melakukan audit keuangan atas laporan keuangan;
7. Menetapkan remunerasi Komisaris dan Direksi;
8. Menetapkan kebijakan mengenai kemungkinan adanya konflik kepentingan yang terkait dengan Komisaris;
9. Menetapkan tentang pembagian tugas dan wewenang anggota Direksi.

AUTHORITIES OF THE GMS

The GMS has the authorities as follows:

1. Determine the Company's Long-Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP);
2. Determine the allocation of the Company's profits;
3. Appoint and dismiss the Board of Directors and the Board of Commissioners;
4. Set performance targets of each member of the Board of Directors and the Board of Commissioners;
5. Conduct performance assessment on the Board of Directors and the Board of Commissioners both collectively and individually;
6. Determine an external auditor to conduct financial audit of the financial statements;
7. Determine the remuneration of the Board of Commissioners and the Board of Directors;
8. Establish policies regarding the possibility of a conflict of interest related to the Board of Commissioners;
9. Determine segregation of duties and authorities of members of the Board of Directors.

PENYELENGGARAAN RUPS TAHUN 2022

Sepanjang tahun 2022, PERTAMINA menyelenggarakan RUPS sebanyak 4 (empat) kali, baik diselenggarakan secara langsung maupun sirkuler, dengan rincian sebagai berikut:

IMPLEMENTATION OF GMS IN 2022

Throughout 2022, PERTAMINA held 4 (four) GMS, both held directly and circularly, with details as follows:

No	Agenda RUPS GMS Agenda	Tanggal Pelaksanaan GMS Date	No. Akta Deed No.	Hasil Keputusan RUPS GMS Resolution
RUPS Tahunan Annual GMS				
1	RUPS RKAP Tahun 2022 GMS for Work Plan and Budget (RKAP) 2022	28 Januari 2022 January 28, 2022	Nomor Akta 02 Notaris Devi Yunanda, S.H., M.Kn. Deed Number 02 of Notary Devi Yunanda, S.H., M.Kn.	Pengesahan Buku RKAP 2022 Enactment of the 2022 RKAP Book
2	RUPS LTTB 2021 GMS for LTTB 2021	8 Juni 2022 June 8, 2022	Nomor Akta 02 Notaris Devi Yunanda, S.H., M.Kn. Deed Number 02 of Notary Devi Yunanda, S.H., M.Kn.	Pengesahan Laporan Tahunan 2021 Enactment of the 2021 Annual Report

No	Agenda RUPS GMS Agenda	Tanggal Pelaksanaan GMS Date	No. Akta Deed No.	Hasil Keputusan RUPS GMS Resolution
RUPS Luar Biasa EGMS				
3	RUPS Pergantian Dewan Komisaris GMS on the changes to the Board of Commissioners	28 September 2022 September 28, 2022	AHU-AH.01.09-0059696	<ol style="list-style-type: none"> 1. Pengukuhan pemberhentian dengan hormat Tuan Alexander Lay sebagai Komisaris Independen PT Pertamina (Persero) 2. Pengukuhan pemberhentian dengan hormat Tuan Ego Syahril sebagai Komisaris PT Pertamina (Persero) 3. Pengangkatan Tuan Alexander Lay sebagai Komisaris Independen dan Tuan Rida Mulyana sebagai Komisaris PT Pertamina (Persero) <ol style="list-style-type: none"> 1. Confirmation of the honorable dismissal of Mr. Alexander Lay as Independent Commissioner of PT Pertamina (Persero) 2. Confirmation of the honorable dismissal of Mr. Ego Syahril as Commissioner of PT Pertamina (Persero) 3. Appointment of Mr. Alexander Lay as Independent Commissioner and Mr. Rida Mulyana as Commissioner PT Pertamina (Persero)
4	RUPS Pergantian Direksi GMS on the changes to the Board of Directors	28 September 2022 September 28, 2022	AHU-AH.01.09-0059743	<ol style="list-style-type: none"> 1. Pengukuhan pemberhentian dengan hormat Tuan Iman Rachman sebagai Direktur SPPU PT Pertamina (Persero) 2. Memberhentikan dengan hormat Nyonya Nicke Widyawati sebagai Direktur Utama PT Pertamina (Persero) dan Tuan Mulyono sebagai Direktur Logistik dan Infrastruktur PT Pertamina (Persero) 3. Pengangkatan Nyonya Nicke Widyawati sebagai Direktur Utama dan Tuan Erry Widiastono sebagai Direktur Logistik dan Infrastruktur PT Pertamina (Persero) <ol style="list-style-type: none"> 1. Confirmation of the honorable dismissal of Mr. Iman Rachman as Director of SPPU of PT Pertamina (Persero) 2. Confirmation of the honorable dismissal of Mrs. Nicke Widyawati as President Director of PT Pertamina (Persero) and Mr. Mulyono as Director of Integrated Logistics and Infrastructure of PT Pertamina (Persero) 3. Appointment of Mrs. Nicke Widyawati as President Director and Mr. Erry Widiastono as Director of Integrated Logistics and Infrastructure of PT Pertamina (Persero)

REALISASI KEPUTUSAN RUPS TAHUN SEBELUMNYA

Di tahun 2021, PERTAMINA menyelenggarakan RUPS sebanyak 2 (dua) kali. Seluruh keputusan RUPS yang diselenggarakan di sepanjang tahun 2021 telah direalisasikan di tahun 2021.

REALIZATION OF THE PREVIOUS YEAR'S GMS RESOLUTIONS

In 2021, PERTAMINA held 2 (two) GMS. All resolutions of GMS held throughout 2021 have been realized in 2021.

Dewan Komisaris

Board of Commissioners

Dewan Komisaris merupakan organ perusahaan yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan nasihat kepada Direksi serta memastikan bahwa Perusahaan melaksanakan GCG pada seluruh tingkatan atau jenjang organisasi.

The Board of Commissioners is the Company's organ that has collective duties and responsibilities for supervising and providing advice to the Board of Directors and ensuring that the Company implements GCG at all levels of the organization.

BOARD MANUAL DEWAN KOMISARIS

PERTAMINA memiliki *Board Manual* yang digunakan sebagai acuan bagi Dewan Komisaris dalam menjalani tugas, fungsi dan tanggung jawabnya yang dituangkan dalam Keputusan No. Kpts - 50/C00000/2017-SO tanggal 14 September 2017. *Board Manual* berisi petunjuk tata laksana kerja Direksi dan Dewan Komisaris yang menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami, dan dapat dijalankan dengan konsisten. *Board Manual* menjadi acuan hubungan kerja bagi Direksi dan Dewan Komisaris dalam melaksanakan tugas masing-masing dalam upaya pencapaian visi dan misi Perseroan, serta mendukung pengelolaan yang profesional, transparan, efektif, dan efisien.

BOARD OF COMMISSIONERS MANUAL

PERTAMINA has in place a Board Manual which is used as a reference for the Board of Commissioners in carrying out its duties, functions and responsibilities as outlined in Decision Letter No. Kpts - 50/C00000/2017-SO dated September 14, 2017. The Board Manual contains instructions for the work procedures of the Board of Directors and the Board of Commissioners which explain the stages of activities in a structured, systematic, easy to understand, and consistent manner. The Board Manual serves as a reference for working relations for the Board of Directors and the Board of Commissioners in carrying out their respective duties in an effort to achieve the Company's vision and mission, as well as support professional, transparent, effective and efficient management.

KOMPOSISI ANGGOTA DEWAN KOMISARIS

Sesuai dengan Anggaran Dasar dan *Board Manual*, anggota Dewan Komisaris PERTAMINA sekurang-kurangnya berjumlah 1 (satu) orang. Masa jabatan anggota Dewan Komisaris ditetapkan lima tahun tanpa mengurangi hak RUPS untuk melakukan pergantian. Anggota Dewan Komisaris dapat diangkat kembali untuk satu kali masa jabatan.

COMPOSITION OF THE BOARD OF COMMISSIONERS MEMBERS

In accordance with the Articles of Association and the Board Manual, members of PERTAMINA Board of Commissioners are at least 1 (one) person. The term of office for members of the Board of Commissioners is set at five years without prejudice to the right of the GMS to make changes. Members of the Board of Commissioners can be reappointed for another term of office.

Berdasarkan Peraturan Menteri BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN, dan *Board Manual*. Sesuai ketentuan tersebut, dalam komposisi Dewan Komisaris, paling sedikit 20% merupakan anggota Dewan Komisaris Independen yang berasal dari kalangan di luar Perseroan yang ditetapkan dalam keputusan pengangkatannya.

The Minister of SOE Regulation No. PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOEs, and the Board Manual regulate that at least 20% of the composition of the Board of Commissioners shall consist of Independent Commissioners who come from the Company's external parties as determined in their appointment decision.

Dewan Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau pemegang saham pengendali atau hubungan dengan BUMN yang bersangkutan, yang dapat memengaruhi kemampuannya untuk bertindak independen.

Sesuai *board manual*, salah satu persyaratan yang harus dipenuhi oleh Komisaris Independen adalah memiliki kriteria independensi sesuai peraturan perundang-undangan yang berlaku, yakni:

1. Tidak menjabat sebagai Direksi di Perseroan terafiliasi;
2. Tidak bekerja di Perseroan atau afiliasinya dalam kurun waktu satu tahun terakhir;
3. Tidak mempunyai keterkaitan finansial, baik langsung maupun tidak langsung dengan Perseroan, atau Perseroan lain yang menyediakan jasa dan produk kepada Perseroan dan afiliasinya;
4. Bebas dari benturan kepentingan dan aktivitas bisnis, atau hubungan lain yang dapat menghalangi, atau mengganggu kemampuan Dewan Komisaris yang bersangkutan untuk bertindak, atau berpikir secara bebas di lingkup Perseroan.

Pada tahun 2022, anggota Dewan Komisaris PERTAMINA berjumlah 7 (tujuh), di mana 4 (empat) di antaranya merupakan Komisaris Independen, dengan komposisi sebagai berikut:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Basuki Tjahaja Purnama	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham (RUPS) PT Pertamina (Persero) No. SK-282/MBU/11/2019 tanggal 22 November 2019. Decree of the Minister of SOE as PT Pertamina (Persero) General Meeting of Shareholders (GMS) No. SK-282/MBU/11/2019 dated November 22, 2019
Pahala Nugraha Mansury	Wakil Komisaris Utama Vice President Commissioner	Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham (RUPS) PT Pertamina (Persero) No. SK-38/MBU/02/2021 tanggal 3 Februari 2021. Decree of the Minister of SOE as PT Pertamina (Persero) General Meeting of Shareholders (GMS) No. SK-38/MBU/02/2021 dated February 3, 2021.
Heru Pambudi	Komisaris Commissioner	Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham (RUPS) PT Pertamina (Persero) No. SK-222/MBU/07/2021 tanggal 2 Juli 2021. Decree of the Minister of SOE as PT Pertamina (Persero) General Meeting of Shareholders (GMS) No. SK-222/MBU/07/2021 dated July 2, 2021.

The Independent Commissioner is a member of the Board of Commissioners who has no financial, management, share ownership and/or family relationship with other fellow members of the Board of Commissioners, members of the Board of Directors and/or controlling shareholder or relationship with the respective SOE, which may affect his ability to act independently.

According to the Board Manual, one of the requirements that must be met by an Independent Commissioner is to have independence criteria in accordance with applicable laws and regulations, namely:

1. Not serving as the Board of Directors of an affiliated Company
2. Not working at the Company or its affiliations in the period of the last one year;
3. Not having financial affiliations, whether direct or indirect, with the Company or other Companies that provide services and products to the Company and its affiliates;
4. Free from conflicts of interest and business activities or other relations that may obstruct or interfere with the capability of the relevant member of the Board of Commissioners to act or think freely in the scope of the Company.

In 2022, there are 7 (seven) members of PERTAMINA Board of Commissioners, of which 4 (four) are Independent Commissioners, with the following composition:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Alexander Lay	Komisaris Independen Independent Commissioner	<p>a. Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham (RUPS) PT Pertamina (Persero) No. SK-194/MBU/09/2017 tanggal 12 September 2017.</p> <p>b. Keputusan Menteri BUMN selaku RUPS PT Pertamina (Persero) No. SK-198/MBU/09/2022 tanggal 19 September 2022:</p> <ul style="list-style-type: none"> • Pengukuhan pemberhentian terhitung mulai tanggal 12 September 2022. • Pengangkatan terhitung mulai tanggal 19 September 2022. <p>a. Decree of the Minister of SOE as PT Pertamina (Persero) General Meeting of Shareholders (GMS) No. SK-194/MBU/09/2017 dated September 12, 2017.</p> <p>b. Decree of the Minister of SOE as PT Pertamina (Persero) GMS No. SK-198/MBU/09/2022 dated September 19, 2022:</p> <ul style="list-style-type: none"> • Confirmation of dismissal starts on September 12, 2022. • The appointment starts on September 19, 2022.
Ahmad Fikri Assegaf	Komisaris Independen Independent Commissioner	<p>Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham (RUPS) PT Pertamina (Persero) No. SK-222/MBU/07/2021 tanggal 2 Juli 2021.</p> <p>Decree of the Minister of SOE as PT Pertamina (Persero) General Meeting of Shareholders (GMS) No. SK-222/MBU/07/2021 dated July 2, 2021.</p>
Iggi H. Achsien	Komisaris Independen Independent Commissioner	<p>Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham (RUPS) PT Pertamina (Persero) No. SK-222/MBU/07/2021 tanggal 2 Juli 2021.</p> <p>Decree of the Minister of SOE as PT Pertamina (Persero) General Meeting of Shareholders (GMS) No. SK-222/MBU/07/2021 dated July 2, 2021.</p>
Rida Mulyana*	Komisaris Commissioner	<p>Keputusan Menteri BUMN selaku RUPS PT Pertamina (Persero) No. SK-198/MBU/09/2022 tanggal 19 September 2022.</p> <p>Decree of the Minister of SOE as PT Pertamina (Persero) General Meeting of Shareholders (GMS) No. SK-198/MBU/09/2022 dated September 19, 2022.</p>
Ego Syahrial**	Komisaris Commissioner	<p>Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham (RUPS) PT Pertamina (Persero) No. SK-142/MBU/05/2018 tanggal 30 Mei 2018.</p> <p>Decree of the Minister of SOE as PT Pertamina (Persero) General Meeting of Shareholders (GMS) No. SK-142/MBU/05/2018 dated May 30, 2018.</p>
*) menjabat sejak 19 September 2022		*) has been serving since September 19, 2022
**) menjabat hingga 19 September 2022		**) served until September 19, 2022

TUGAS DAN TANGGUNG JAWAB

Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi, serta memberikan nasihat kepada Direksi, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan. Sesuai *board manual*, tugas dan kewajiban Dewan Komisaris dapat dikelompokkan dalam sembilan bidang.

DUTIES AND RESPONSIBILITIES

The Board of Commissioners is tasked with supervising management policies, the general management of both the Company and the Company's business carried out by the Board of Directors, as well as providing advice to the Board of Directors for the interest of the Company and according to the goals and aims of the Company. Pursuant to the Board Manual, the duties and responsibilities of Board of Commissioners can be grouped in nine divisions.

1. Tugas dan kewajiban terkait Pemegang Saham & RUPS
2. Tugas dan kewajiban terkait fungsi pengawasan
3. Tugas dan kewajiban terkait pencalonan Anggota Direksi (nominasi) dan remunerasi, dilakukan oleh Dewan Komisaris melalui Organ Pendukung Komite Nominasi dan Remunerasi.
4. Tugas dan kewajiban terkait evaluasi kinerja Dewan Komisaris dan Direksi, dilakukan oleh Dewan Komisaris melalui Organ Pendukung Komite Nominasi dan Remunerasi.
5. Tugas dan kewajiban terkait pengawasan penerapan manajemen risiko, dilakukan oleh Dewan Komisaris melalui Organ Pendukung Komite Pemantau Investasi dan Manajemen Risiko.
6. Tugas dan kewajiban terkait sistem pengendalian internal, dilakukan oleh Dewan Komisaris melalui Organ Pendukung Komite Audit.
7. Tugas dan kewajiban terkait etika bisnis dan antikorupsi, dilakukan oleh Dewan Komisaris melalui Organ Pendukung Komite Audit.
8. Tugas dan kewajiban terkait dengan keterbukaan dan kerahasiaan informasi, dilakukan oleh Dewan Komisaris melalui Organ Pendukung Komite Audit.
9. Tugas dan kewajiban terkait hubungan kerja antar anggota Dewan Komisaris, dilakukan melalui Organ Pendukung Komite Nominasi dan Remunerasi serta Sekretariat Dewan Komisaris.

PEMBAGIAN TUGAS DEWAN KOMISARIS

Untuk meningkatkan efektivitas kerja Dewan Komisaris dalam melakukan pengawasan terhadap pengelolaan perusahaan yang dijalankan oleh Direksi, Dewan Komisaris telah menyusun dan mengesahkan pembedaan tugas untuk masing-masing anggota Dewan Komisaris dalam Surat Keputusan Dewan Komisaris Nomor: 008/KPTS/K/DK/2022 tanggal 8 Desember 2022 tentang Pengangkatan Ketua dan Wakil Ketua Komite yang Berasal dari Dewan Komisaris PT Pertamina (Persero), dengan pembagian tugas sebagai berikut:

1. Duties and responsibilities on Shareholders & GMS
2. Duties and responsibilities on the supervisory function
3. Duties and responsibilities on the nomination of the Board of Directors and remuneration, which are carried out by the Board of Commissioners through its Supporting Organ, namely the Nomination and Remuneration Committee.
4. Duties and responsibilities on performance evaluation of the Board of Commissioners and the Board of Directors, which are carried out by the Board of Commissioners through its Supporting Organ, namely the Nomination and Remuneration Committee.
5. Duties and responsibilities on the supervision of risk management implementation, which are carried out by the Board of Commissioners through its Supporting Organ, namely the Investment and Risk Management Oversight Committee.
6. Duties and responsibilities on the internal control system, which are carried out by the Board of Commissioners through its Supporting Organ, namely the Audit Committee.
7. Duties and responsibilities on business ethics and anti-corruption, which are carried out by the Board of Commissioners through its Supporting Organ, namely the Audit Committee.
8. Duties and responsibilities on information disclosure and confidentiality, which are carried out by the Board of Commissioners through its Supporting Organ, namely the Audit Committee.
9. Duties and responsibilities on working relationships among members of the Board of Commissioners, which are carried out by the Board of Commissioners through its Supporting Organs, namely the Nomination and Remuneration Committee and the Secretariat of the Board of Commissioners.

SEGREGATION OF THE BOARD OF COMMISSIONERS' DUTIES

To increase the effectiveness of the Board of Commissioners' work in supervising the management of the company performed by the Board of Directors, the Board of Commissioners has prepared and ratified the segregation of tasks for each member of the Board of Commissioners in the Board of Commissioners Decision Letter Number: 008/KPTS/K/DK/2022 dated December 8, 2022 concerning the Appointment of the Chair and Deputy Chair of the Committee Derived from the Board of Commissioners of PT Pertamina (Persero), with the segregation of duties as follows:

Nama Name	Jabatan Position	Pembidangan Tugas Segregation of Duties
Basuki Tjahaja Purnama	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	<ul style="list-style-type: none"> Ketua merangkap Anggota Komite Nominasi dan Remunerasi Wakil Ketua I merangkap Anggota Komite Pemantau Investasi dan Manajemen Risiko Chairman concurrently serves as a Member of the Nomination and Remuneration Committee Deputy Chairman I concurrently serves as a Member of the Investment and Risk Management Oversight Committee
Pahala Nugraha Mansury	Wakil Komisaris Utama Vice President Commissioner	Ketua merangkap Anggota Komite Pemantau Investasi dan Manajemen Risiko Chairman concurrently serves as a Member of the Investment and Risk Management Oversight Committee
Alexander Lay	Komisaris Independen Independent Commissioner	Wakil Ketua merangkap Anggota Komite Audit Deputy Chairman concurrently serves as a Member of the Audit Committee
Rida Mulyana	Komisaris Commissioner	Wakil Ketua III merangkap Anggota Komite Pemantau Investasi dan Manajemen Risiko Deputy Chairman III concurrently serves as a Member of the Investment and Risk Management Oversight Committee
Heru Pambudi	Komisaris Commissioner	Wakil Ketua merangkap Anggota Komite Nominasi dan Remunerasi Deputy Chairman III concurrently serves as a Member of the Investment and Risk Management Oversight Committee
Ahmad Fikri Assegaf	Komisaris Independen Independent Commissioner	Ketua merangkap Anggota Komite Audit Chairman concurrently serves as a Member of the Audit Committee
Iggi Haruman Achsien	Komisaris Independen Independent Commissioner	Wakil Ketua II merangkap Anggota Komite Pemantau Investasi dan Manajemen Risiko Vice Chairman II concurrently serves as a Member of the Investment and Risk Management Oversight Committee

PROGRAM PENGENALAN DEWAN KOMISARIS BARU

PERTAMINA memiliki mekanisme program orientasi bagi anggota Dewan Komisaris yang baru untuk memastikan bahwa anggota Dewan Komisaris dapat secepatnya memberikan kontribusi terhadap kinerja perusahaan.

Tahun 2022, terdapat 1 (satu) orang anggota Dewan Komisaris yang baru diangkat, yaitu Rida Mulyana. Sesuai ketentuan dalam *board manual*, Sekretaris Perseroan menyelenggarakan program pengenalan yang diselenggarakan pada tanggal 13 Oktober 2022, dengan materi:

1. Pengenalan tugas dan tanggung jawab Dewan Komisaris dan Organ Pendukung Dewan Komisaris;
2. Pengenalan Perusahaan dan pengenalan *compliance* dalam kaitannya dengan pelaksanaan prinsip GCG di Perusahaan;
3. Pengenalan Internal Audit.

INDUCTION PROGRAM FOR NEW MEMBER OF THE BOARD OF COMMISSIONERS

PERTAMINA has in place an induction program mechanism for new members of the Board of Commissioners to ensure that members of the Board of Commissioners can contribute to the Company's performance as soon as possible.

In 2022, there was 1 (one) newly appointed member of the Board of Commissioners, namely Rida Mulyana. In accordance with the Board Manual provision, the Corporate Secretary held an induction program on October 13, 2022, with the following materials:

1. Introduction to the duties and responsibilities of the Board of Commissioners and Supporting Organs of the Board of Commissioners;
2. Introduction to the Company and introduction to compliance in relation to the implementation of GCG principles in the Company;
3. Introduction to Internal Audit.

MEKANISME PENGAMBILAN KEPUTUSAN DEWAN KOMISARIS

Berdasarkan SK Dewan Komisaris No. 012/KPTS/K/DK/2016 tanggal 18 November 2016 tentang Pedoman Tata Kerja Dewan Komisaris, mekanisme pengambilan keputusan Dewan Komisaris adalah melalui rapat Dewan Komisaris dan secara sirkuler. Keputusan yang diberikan Dewan Komisaris harus sesuai dengan standar waktu yang ditetapkan, yakni berkisar antara 7 hari (baik) hingga 14 hari (cukup) dan tidak boleh melebihi batas waktu 30 hari sebagaimana tertera dalam Anggaran Dasar Perseroan.

Standar waktu terhitung sejak usulan disampaikan dalam rapat Dewan Komisaris atau telah disampaikan Direksi kepada Dewan Komisaris secara tertulis disertai dengan seluruh dokumen pendukung secara lengkap. Selama tahun 2022, Dewan Komisaris telah melakukan pengambilan 110 keputusan dengan rincian sebagai berikut:

Mekanisme Mechanism	Bentuk Keputusan Form of Decision	Jumlah Number
Rapat Dewan Komisaris, baik internal Dewan Komisaris, maupun dengan mengundang Direksi atau Pihak Eksternal terkait Meetings of the Board of Commissioners, both the Board of Commissioners' internal meetings, and by inviting the Board of Directors or related external parties	Risalah rapat Minutes of Meeting	33
Sirkuler Circular	Surat Dewan Komisaris, Surat Keputusan, Berita Acara Letters of the Board of Commissioners, Decision Letter, News Event	77
Total		110

RAPAT DEWAN KOMISARIS

Sesuai dengan ketentuan *board manual* Dewan Komisaris, rapat internal Dewan Komisaris sekurang-kurangnya harus dilaksanakan 1 (satu) kali dalam 1 (satu) bulan atau lebih. Dalam rapat tersebut dewan komisaris dapat mengundang anggota direksi sesuai kebutuhan.

Sepanjang tahun 2022, Dewan Komisaris telah menyelenggarakan 33 (tiga puluh tiga) rapat, terdiri dari 4 (empat) rapat Dewan Komisaris dan 29 (dua puluh sembilan) rapat Dewan Komisaris dengan mengundang Direksi. Dewan Komisaris juga melaksanakan 98 (sembilan puluh delapan) rapat Komite, baik rapat internal Komite maupun rapat bersama dengan mitra terkait dan pihak eksternal, dengan rincian sebagai berikut:

DECISION MAKING MECHANISM OF THE BOARD OF COMMISSIONERS

Based on the Board of Commissioners Decision Letter No. 012/KPTS/K/DK/2016 dated November 18, 2016 concerning Guidelines for the Board of Commissioners' Work Procedures, the decision-making mechanism for the Board of Commissioners is through the Board of Commissioners' meetings and circularly. Decisions given by the Board of Commissioners must be in accordance with the standard time set, which ranges from 7 days (good) to 14 days (sufficient) and may not exceed the 30 day time limit as stated in the Company's Articles of Association.

The standard time is counted from the time the proposal is submitted at the meeting of the Board of Commissioners or has been submitted by the Board of Directors to the Board of Commissioners in writing accompanied by all supporting documents in full. During 2022, the Board of Commissioners made 110 decisions with the following details:

BOARD OF COMMISSIONERS MEETINGS

In accordance with the provisions of the Board of Commissioners' Board Manual, internal meetings of the Board of Commissioners must be held at least 1 (one) time in 1 (one) month or more. In the meeting the Board of Commissioners may invite members of the Board of Directors as needed.

Throughout 2022, the Board of Commissioners held 33 (thirty-three) meetings, consisting of 4 (four) Board of Commissioners' internal meetings and 29 (twenty-nine) Board of Commissioners meetings by inviting the Board of Directors. The Board of Commissioners also held 98 (ninety-eight) Committee meetings, both internal Committee meetings and joint meetings with related partners and external parties, with the following details:

Nama Name	Rapat Dewan Komisaris BOC Meeting			Rapat Dewan Komisaris dengan Direksi BOC Meeting with BOD			
	Jumlah Rapat Number of Meetings	Kehadiran Rapat Meeting Attendance	Tingkat Kehadiran Attendance Rate	Jumlah Rapat Number of Meetings	Kehadiran Rapat Meeting Attendance	Tingkat Kehadiran Attendance Rate	
Basuki Tjahaja Purnama	4	3	75%	29	28	96,55%	
Pahala Nugraha Mansury	4	4	100%	29	26	89,65%	
Heru Pambudi	4	3	75%	29	20	68,96%	
Alexander Lay	4	4	100%	29	29	100%	
Ahmad Fikri Assegaf	4	3	75%	29	27	93,10%	
Iggi H. Achsien	4	4	100%	29	25	86,20%	
Rida Mulyana*	1	1	100%	8	6	75%	
Ego Syahril**	3	1	33,33%	21	17	80,95%	

*) menjabat sejak 19 September 2022
 **) menjabat hingga 19 September 2022

*) has been serving since September 19, 2022
 **) served until September 19, 2022

	Rapat Komite Committee Meeting		
	Jumlah Rapat Number of Meetings	Kehadiran Rapat Meeting Attendance	Tingkat Kehadiran Attendance Rate
	1. Rapat Komite Nominasi dan Remunerasi (dalam jabatan sebagai Ketua merangkap Anggota): 27 2. Rapat Komite Pemantau Investasi dan Manajemen Risiko (dalam jabatan sebagai Wakil Ketua I merangkap Anggota) : 38 1. Nomination and Remuneration Committee Meeting (in position as Chairman and concurrently Member): 27 2. Investment and Risk Management Oversight Committee Meeting (in position as Deputy Chairman I concurrently as a Member) : 38	1. Rapat Komite Nominasi dan Remunerasi : 25 2. Rapat Komite Pemantau Investasi dan Manajemen Risiko : 35 1. Nomination and Remuneration Committee Meetings: 25 2. Investment and Risk Management Oversight Committee Meeting : 35	1. Rapat Komite Nominasi dan Remunerasi : 92,59% 2. Rapat Komite Pemantau Investasi dan Manajemen Risiko : 92,10% 1. Nomination and Remuneration Committee Meetings: 92.59% 2. Investment Monitoring and Risk Management Committee Meetings: 92.10%
	Rapat Komite Pemantau Investasi dan Manajemen Risiko (dalam kapasitas sebagai Ketua merangkap Anggota) : 38 Investment and Risk Management Oversight Committee Meetings (in capacity as Chairman and concurrently Member): 38	37	97,36%
	Rapat Komite Nominasi dan Remunerasi (dalam jabatan sebagai Wakil Ketua merangkap Anggota) : 27 Nomination and Remuneration Committee Meeting (in position as Deputy Chairperson concurrently as a Member : 27	24	Rapat 88,88% Meetings 88.88%
	Rapat Komite Audit (dalam jabatan sebagai Wakil Ketua Komite Audit) : 23 Audit Committee Meetings (in position as Deputy Chairman of the Audit Committee): 23	20	86,95%
	Rapat Komite Audit (dalam kapasitas sebagai Ketua merangkap Anggota) : 33 Audit Committee Meeting (in capacity as Chairman concurrently Member): 33	33	100%
	Komite Pemantau Investasi dan Manajemen Risiko (dalam jabatan Wakil Ketua II merangkap anggota) : 38 Investment and Risk Management Oversight Committee (in the position as Deputy Chairman II concurrently as a member): 38	33	86,84%
	Komite Pemantau Investasi dan Manajemen Risiko (dalam jabatan Wakil Ketua III Komite Pemantau Investasi dan Manajemen Risiko) : 1 Investment and Risk Management Oversight Committee (in the position as Vice Chairman III of the Investment and Risk Management Oversight Committee): 1	1	100%
	Rapat Komite Nominasi dan Remunerasi (dalam jabatan Wakil Ketua Komite Nominasi dan Remunerasi) : 21 Nomination and Remuneration Committee Meetings (in the position as Deputy Chairman of the Nomination and Remuneration Committee): 2	Rapat Komite Nominasi dan Remunerasi (dalam jabatan Wakil Ketua Komite Nominasi dan Remunerasi) : 15 Nomination and Remuneration Committee Meetings (in the position as Deputy Chairman of the Nomination and Remuneration Committee): 15	71,42%

PELAKSANAAN TUGAS DEWAN KOMISARIS

Sepanjang tahun 2022, Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya sesuai dengan *board manual* dan program kerja yang telah disusun di awal tahun. Adapun laporan pelaksanaan tugas Dewan Komisaris tahun 2022 adalah sebagai berikut:

1. Surat Dewan Komisaris kepada Menteri BUMN selaku RUPS PT Pertamina (Persero) No. R-032/K/DK/2022 tanggal 13 April 2022 perihal Laporan Pengawasan Dewan Komisaris dan Realisasi *Key Performance Indicator* Dewan Komisaris Triwulan I Tahun 2022;
2. Surat Dewan Komisaris kepada Menteri BUMN selaku RUPS PT Pertamina (Persero) No. R-058/K/DK/2022 tanggal 11 Juli 2022 perihal Laporan Pengawasan Dewan Komisaris dan Realisasi *Key Performance Indicator* Dewan Komisaris Triwulan II Tahun 2022;
3. Surat Dewan Komisaris kepada Menteri BUMN selaku RUPS PT Pertamina (Persero) No. R-096/K/DK/2022 tanggal 10 Oktober 2022 perihal Laporan Pengawasan Dewan Komisaris dan Realisasi *Key Performance Indicator* Dewan Komisaris Triwulan III Tahun 2022;
4. Surat Dewan Komisaris kepada Menteri BUMN selaku RUPS PT Pertamina (Persero) No. R-004/K/DK/2023 tanggal 11 Januari 2023 perihal Laporan Pengawasan Dewan Komisaris dan Realisasi *Key Performance Indicator* Dewan Komisaris Triwulan IV Tahun 2022.

PROGRAM PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

Untuk menunjang Dewan Komisaris dalam melaksanakan tugas dan tanggung jawabnya, PERTAMINA memberikan kesempatan kepada anggota Dewan Komisaris untuk mengikuti program pelatihan dan pengembangan kompetensi, baik yang diselenggarakan oleh internal perusahaan atau yang diselenggarakan oleh pihak eksternal.

Sepanjang tahun 2022, anggota Dewan Komisaris PERTAMINA telah mengikuti program pelatihan dan pengembangan kompetensi sebagai berikut:

BOARD OF COMMISSIONERS' DUTIES IMPLEMENTATION

Throughout 2022, the Board of Commissioners has conducted its duties and responsibilities in accordance with the board manual and board charter prepared at the beginning of the year. The report on the implementation of the Board of Commissioners' duties for 2022 is as follows:

1. Board of Commissioners' Letter to the SOE Minister as PT Pertamina (Persero) GMS No. R-032/K/DK/2022 dated April 13, 2022 regarding the Board of Commissioners' Supervisory Report and Realization of the Board of Commissioners' Key Performance Indicators for Quarter I of 2022;
2. Board of Commissioners' Letter to the SOE Minister as PT Pertamina (Persero) GMS No. R-058/K/DK/2022 dated July 11, 2022 regarding the Board of Commissioners' Supervisory Report and Realization of the Board of Commissioners' Key Performance Indicators for the second quarter of 2022;
3. Board of Commissioners' Letter to the SOE Minister as PT Pertamina (Persero) GMS No. R-096/K/DK/2022 dated October 10, 2022 concerning the Board of Commissioners' Supervisory Report and Realization of the Board of Commissioners' Key Performance Indicators for Quarter III of 2022;
4. Board of Commissioners' Letter to the SOE Minister as PT Pertamina (Persero) GMS No. R-004/K/DK/2023 dated January 11, 2023 regarding the Board of Commissioners' Supervisory Report and Realization of the Board of Commissioners' Key Performance Indicators for Quarter IV 2022.

BOARD OF COMMISSIONERS' COMPETENCY DEVELOPMENT PROGRAM

To support the Board of Commissioners in conducting their duties and responsibilities, PERTAMINA provides opportunities for members of the Board of Commissioners to take part in training and competency development programs, either held by the Company's internal or external parties.

Throughout 2022, members of PERTAMINA's Board of Commissioners have attended the following competency training and development programs:

Nama Name	Jabatan Position	Nama Pelatihan/Workshop/ Konferensi/Seminar Name of Training/Workshop/ Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Basuki Tjahaja Purnama	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	<ol style="list-style-type: none"> 1. <i>Building Acquisition Management Capability To Improve Strategic Integration And Acquisition Performance</i>; 2. <i>Boston Consulting Group: Risk, Uncertainty, Forecastability of Oil Price and How to Make Decisions Over the Situation (Context: Russia and Ukraine Conflict)</i>; 3. <i>Russia's Invasion of Ukraine and its impact to the Energy Markets</i>; 4. <i>FG Energy Oil and Gas Market Snapshots due to Current Geopolitics Situation</i>; 5. <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i>; Fraud and Integrity of Financial Statements (Forensic Accounting); 6. <i>Sharing Session terkait Carbon Capture, Utilisation, Storage, and Carbon Credit</i>. Sharing Session related to Carbon Capture, Utilization, Storage, and Carbon Credit 	Sekretariat Dewan Komisaris (1-6) Board of Commissioners Sekretariat (1-6)	<ol style="list-style-type: none"> 1. 11 Januari 2022; 2. 09 Maret 2022; 3. 21 April 2022; 4. 21 April 2022; 5. 16 Juni 2022; 6. 01 September 2022. <ol style="list-style-type: none"> 1. January 11, 2022; 2. March 09, 2022; 3. April 21, 2022; 4. April 21, 2022; 5. June 16, 2022; 6. September 01, 2022.
Pahala Nugraha Mansury	Wakil Komisaris Utama Vice President Commissioner	<ol style="list-style-type: none"> 1. <i>Boston Consulting Group: Risk, Uncertainty, Forecastability of Oil Price and How to Make Decisions Over the Situation (Context: Russia and Ukraine Conflict)</i>; 2. <i>Russia's Invasion of Ukraine and its impact to the Energy Markets</i>; 3. <i>FG Energy Oil and Gas Market Snapshots due to Current Geopolitics Situation</i>. 	Sekretariat Dewan Komisaris (1-3) Board of Commissioners Sekretariat (1-3)	<ol style="list-style-type: none"> 1. 09 Maret 2022; 2. 21 April 2022; 3. 21 April 2022. <ol style="list-style-type: none"> 1. March 09, 2022; 2. April 21, 2022; 3. April 21, 2022.
Alexander Lay	Komisaris Independen Independent Commissioner	<ol style="list-style-type: none"> 1. <i>Russia's Invasion of Ukraine and its impact to the Energy Markets</i>; 2. <i>FG Energy Oil and Gas Market Snapshots due to Current Geopolitics Situation</i>; 3. <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i>. Fraud and Integrity of Financial Statements (Forensic Accounting). 	Sekretariat Dewan Komisaris (1-3) Board of Commissioners Sekretariat (1-3)	<ol style="list-style-type: none"> 1. 21 April 2022; 2. 21 April 2022; 3. 16 Juni 2022. <ol style="list-style-type: none"> 1. April 21, 2022 2. April 21, 2022 3. June 16, 2022
Rida Mulyana	Komisaris Commissioner	<ol style="list-style-type: none"> 1. Problem Pertambangan dalam Perspektif HAM, Tenaga Kerja, Lingkungan Hidup, dan Hak-hak Masyarakat Lokal; 2. Prospek Bauran Energi di Tengah Tren Penguatan Harga Minyak & Komoditas. <ol style="list-style-type: none"> 1. Mining Problems in the Perspective of Human Rights, Labor, Environment, and Local Community Rights; 2. Prospects of the Energy Mix Amid the Trend of Strengthening Oil & Commodity Prices. 	1. IMES; 2. Bisnis Indonesia	<ol style="list-style-type: none"> 1. 30 Oktober 2022; 2. 15 Desember 2022. <ol style="list-style-type: none"> 1. October 30, 2022 2. December 15, 2022

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop</i> / Konferensi/Seminar Name of Training/ <i>Workshop</i> / Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Heru Pambudi	Komisaris Commissioner	1. <i>FG Energy Oil and Gas Market Snapshots due to Current Geopolitics Situation</i> ; 2. <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i> . Fraud and Integrity of Financial Statements (Forensic Accounting).	Sekretariat Dewan Komisaris (1-2) Board of Commissioners Secretariat (1-2)	1. 21 April 2022; 2. 16 Juni 2022. 1. April 21, 2022 2. June 16, 2022
Ahmad Fikri Assegaf	Komisaris Independen <i>Independent</i> Commissioner	1. <i>FG Energy Oil and Gas Market Snapshots due to Current Geopolitics Situation</i> ; 2. <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i> . Fraud and Integrity of Financial Statements (Forensic Accounting).	Sekretariat Dewan Komisaris (1-2) Board of Commissioners Secretariat (1-2)	1. 21 April 2022; 2. 16 Juni 2022. 1. April 21, 2022 2. June 16, 2022
Iggi Haruman Achsien	Komisaris Independen <i>Independent</i> Commissioner	1. <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i> ; Fraud and Integrity of Financial Statements (Forensic Accounting). 2. <i>Sharing Session terkait Carbon Capture, Utilisation, Storage, and Carbon Credit</i> . Sharing Session related to Carbon Capture, Utilization, Storage, and Carbon Credit	Sekretariat Dewan Komisaris (1-2) Board of Commissioners Secretariat (1-2)	1. 16 Juni 2022; 2. 01 September 2022. 1. June 16, 2022 2. September 01, 2022

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh Komite di bawah Dewan Komisaris, yaitu:

- Komite Audit
- Komite Nominasi dan Remunerasi
- Komite Pemantau Investasi dan Manajemen Risiko (d/h Komite Investasi)

Dewan Komisaris mengevaluasi kinerja komite-komite tersebut secara berkala setiap triwulan. Adapun beberapa indikator kinerja yang ditetapkan Dewan Komisaris bagi anggota Komite adalah pada empat aspek berikut:

1. *Financial*
2. *Customer*
3. *Business Process Excellence*
4. *Learning & Growth*

Berdasarkan indikator kinerja tersebut, Dewan Komisaris menilai bahwa pada tahun 2022 seluruh anggota Komite telah menjalankan tugas dan tanggung jawabnya dengan baik.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In conducting its duties and responsibilities, the Board of Commissioners is supported by Committees under the Board of Commissioners, namely:

- Audit Committee
- Nomination and Remuneration Committee
- Investment and Risk Management Oversight Committee (formerly Investment Committee)

The Board of Commissioners evaluates the performance of these committees on a quarterly basis. The several performance indicators set by the Board of Commissioners for Committee members are in the following four aspects:

1. Financial
2. Customers
3. Business Process Excellence
4. Learning & Growth

Based on these performance indicators, the Board of Commissioners assessed that in 2022 all members of the Committee have carried out their duties and responsibilities properly.

Direksi adalah organ perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan perusahaan untuk kepentingan perusahaan, sesuai dengan maksud dan tujuan perusahaan serta mewakili perusahaan baik di dalam maupun di luar pengadilan sesuai dengan anggaran dasar dan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan Keputusan RUPS.

The Board of Directors is a company organ that is authorized and fully responsible on the management for the Company's benefit, in accordance with the aims and objectives of the Company as well as representing the Company, either inside or outside of the court in accordance with the Articles of Association, applicable laws and regulations, and GMS resolution.

BOARD MANUAL DIREKSI

PERTAMINA memiliki Pedoman Kerja (*Board Manual*) Direksi yang digunakan sebagai pedoman umum bagi anggota Direksi dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat sesuai dengan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Pedoman tersebut disahkan dan diterbitkan berdasarkan Keputusan Direktur Utama No. Kpts-50/C00000/2017-SO tanggal 14 September 2017.

Board Manual Direksi antara lain mengatur:

1. Ketentuan Umum Jabatan Anggota Direksi antara lain:
 - a. Masa Jabatan Anggota Direksi
 - b. Rangkap Jabatan
 - c. Pelaksana Tugas Anggota Direksi yang Lowong
 - d. Pengurusan Perseroan dalam Hal Seluruh Anggota Direksi Lowong
 - e. Pemberhentian Anggota Direksi Sewaktu-Waktu oleh RUPS
 - f. Pemberhentian Sementara Waktu Anggota Direksi oleh Dewan Komisaris
 - g. Pengunduran Diri Anggota Direksi
 - h. Pemberitahuan Mengenai Perubahan Susunan Direksi kepada Menteri Hukum dan HAM
 - i. Program Pengenalan Anggota Direksi yang Baru
 - j. Penilaian terhadap Kinerja Direksi

BOARD OF DIRECTORS' MANUAL

PERTAMINA has in place Board Manual for the Board of Directors which is used as a general guideline for members of the Board of Directors in conducting their functions and roles as a bearer of the mandate in accordance with the Articles of Association and applicable laws and regulations. The guideline was ratified and published based on the President Director Decision Letter No. Kpts-50/C00000/2017-SO dated September 14, 2017.

The Board of Directors Manual among others regulates:

1. General provisions for the position of the Board of Directors' members include:
 - a. Term of Office of the Board of Directors' Members
 - b. Concurrent position
 - c. Acting Duties for a vacant position of the Board of Directors' Members
 - d. Management of the Company in terms of all members of the Board of Directors are vacant
 - e. Termination of Members of the Board of Directors at any time by the GMS
 - f. Temporary Dismissal of Members of the Board of Directors by the Board of Commissioners
 - g. Resignation of Members of the Board of Directors
 - h. Notification Regarding Changes in the Composition of the Board of Directors to the Law and Human Rights Minister
 - i. Introduction Program for New Members of the Board of Directors
 - j. Assessment of the Board of Directors' performance

- | | |
|---|--|
| <ol style="list-style-type: none"> 2. Tugas dan Wewenang Direksi <ol style="list-style-type: none"> a. Tugas Direksi b. Tanggung Jawab Anggota Direksi c. Wewenang Direksi 3. Hak dan Kewajiban Direksi <ol style="list-style-type: none"> a. Hak Direksi b. Hak Anggota Direksi c. Kewajiban Direksi d. Kewajiban Anggota Direksi 4. Pembagian Tugas dan Wewenang Anggota Direksi 5. Pengambilan Keputusan dan Rapat Direksi <ol style="list-style-type: none"> a. Hal-hal yang Memerlukan Pengambilan Keputusan melalui Rapat Direksi b. Jadwal Rapat c. Tempat Pelaksanaan Rapat d. Panggilan Rapat e. Agenda Rapat f. Pimpinan Rapat g. Kuorum Rapat h. Pengambilan Keputusan dalam Rapat i. Perbedaan Pendapat (<i>Dissenting Opinion</i>) 6. Batasan Direksi untuk Mewakili Perseroan | <ol style="list-style-type: none"> 2. Duties and Authorities of the Board of Directors <ol style="list-style-type: none"> a. Duties of the Board of Directors b. Responsibilities of the Board of Directors' Members c. Authority of the Board of Directors 3. Rights and Obligations of the Board of Directors <ol style="list-style-type: none"> a. Board of Directors' Rights b. Rights of the Board of Directors' Members c. Board of Directors' Responsibilities d. Responsibilities of the Board of Directors' Members 4. Distribution of Duties and Authorities of the Board of Directors' Members 5. Decision Making and Board of Directors Meetings <ol style="list-style-type: none"> a. Matters Requiring Decision Making through Board of Directors Meetings b. Meeting Schedule c. Venue for the Meeting d. Meeting Summons e. Meeting Agenda f. Meeting Leader g. Meeting Quorum h. Decision Making in Meetings i. Dissenting Opinion 6. Board of Directors' Limitation to Represent the Company |
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KOMPOSISI ANGGOTA DIREKSI

Anggota Direksi PERTAMINA diangkat dan diberhentikan oleh RUPS. Sesuai dengan Anggaran Dasar dan *board manual*, anggota Direksi PERTAMINA sekurang-kurangnya berjumlah 6 (enam) orang. Masa jabatan anggota Direksi ditetapkan lima tahun tanpa mengurangi hak RUPS untuk melakukan pergantian. Anggota Direksi dapat diangkat kembali untuk satu kali masa jabatan.

Pada tahun 2022, anggota Direksi PERTAMINA berjumlah 6 (enam), di mana 4 (empat) di antaranya merupakan Komisaris Independen, dengan komposisi sebagai berikut:

BOARD OF DIRECTORS COMPOSITION

PERTAMINA Board of Directors Members are appointed and dismissed by the GMS. In accordance with the Articles of Association and the board manual, members of the PERTAMINA Board of Directors are at least 6 (six) members. The term of office for members of the Board of Directors is set at five years without prejudice to the GMS right to make changes. Members of the Board of Directors can be reappointed for one term of office.

In 2022, there are 6 (six) members of the PERTAMINA Board of Directors, of which 4 (four) of them are Independent Commissioners, with the following composition:

Nama Name	Jabatan Position	Dasar Pengangkatan Legal Basis of Appointment
Nicke Widyawati	Direktur Utama President Director	Surat Keputusan Menteri Badan Usaha Milik Negara Nomor:SK-199/MBU/09/22, tanggal 19 September 2022 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan (Persero) PT Pertamina. State-Owned Enterprises Minister Decree Number: SK-199/MBU/09/22, September 19, 2022 concerning Dismissal and Appointment of Members of the Board of Directors of the Limited Liability Company (Persero) PT Pertamina

Nama Name	Jabatan Position	Dasar Pengangkatan Legal Basis of Appointment
Dedi Sunardi	Direktur Penunjang Bisnis Director of Corporate Services	Surat Keputusan Menteri Badan Usaha Milik Negara Nomor:SK 142/ MBU/05/2021 tanggal 3 Mei 2021 tentang Pemberhentian dan Pengangkatan Anggota Direksi Perusahaan Perseroan (Persero) PT Pertamina. State-Owned Enterprises Minister Decree Number: SK 142/ MBU/05/2021 dated May 3, 2021 concerning Dismissal and Appointment of Members of the Board of Directors of the Limited Liability Company (Persero) PT Pertamina.
Emma Sri Martini	Direktur Keuangan Director of Finance	Surat Keputusan Menteri Badan Usaha Milik Negara nomor SK 198/ MBU/06/2020 tanggal 12 Juni 2020 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan (Persero) PT Pertamina. State-Owned Enterprises Minister Decree Number SK 198/ MBU/06/2020 dated June 12, 2020 concerning Dismissal, Changes to Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of the Limited Liability Company (Persero) PT Pertamina.
M Erry Sugiharto	Direktur Sumber Daya Manusia Director of Human Capital	Surat Keputusan Menteri Badan Usaha Milik Negara nomor SK 198/ MBU/06/2020 tanggal 12 Juni 2020 tentang Pemberhentian dan Pengangkatan Anggota Direksi Perusahaan Perseroan (Persero) PT Pertamina. State-Owned Enterprises Minister Decree Number SK 198/ MBU/06/2020 dated June 12, 2020 concerning Dismissal and Appointment of Members of the Board of Directors of the Limited Liability Company (Persero) PT Pertamina.
Erry Widiastono*	Direktur Logistik & Infrastruktur Director of Integrated Logistics & Infrastructure	Surat Keputusan Nomor: SK-199/MBU/09/2022 pada tanggal 19 September 2022 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan PT Pertamina (Persero). State-Owned Enterprises Minister Decree Number: SK-199/ MBU/09/2022 on September 19, 2022 concerning Dismissal and Appointment of Members of the Board of Directors of the Limited Liability Company (Persero) PT Pertamina.
A. Salyadi Saputra*	Direktur Strategi, Portofolio, dan Pengembangan Usaha Director of Strategy, Portfolio & New Ventures	Surat Keputusan Nomor: SK-199/MBU/09/2022 pada tanggal 19 September 2022 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan PT Pertamina (Persero). State-Owned Enterprises Minister Decree Number: SK-199/ MBU/09/2022 on September 19, 2022 concerning Dismissal and Appointment of Members of the Board of Directors of the Limited Liability Company (Persero) PT Pertamina.
Mulyono**	Direktur Logistik & Infrastruktur Director of Integrated Logistics & Infrastructure	Surat Keputusan Menteri Badan Usaha Milik Negara Nomor:SK-199/MBU/09/22, tanggal 19 September 2022 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan (Persero) PT Pertamina. State-Owned Enterprises Minister Decree Number: SK-199/ MBU/09/22, September 19, 2022 concerning Dismissal and Appointment of Members of the Board of Directors of the Limited Liability Company (Persero) PT Pertamina.
Iman Rachman**	Direktur Strategi, Portofolio, dan Pengembangan Bisnis Director of Strategy, Portfolio, and New Ventures	Surat Keputusan Menteri Badan Usaha Milik Negara Nomor:SK-199/MBU/09/22, tanggal 19 September 2022 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan (Persero) PT Pertamina. State-Owned Enterprises Minister Decree Number: SK-199/ MBU/09/22, September 19, 2022 concerning Dismissal and Appointment of Members of the Board of Directors of the Limited Liability Company (Persero) PT Pertamina.
*) menjabat sejak 19 September 2022		*) served since September 19, 2022
**) menjabat hingga 19 September 2022		**) served until September 19, 2022

TUGAS DAN TANGGUNG JAWAB DIREKSI

TUGAS DAN TANGGUNG JAWAB MASING-MASING DIREKSI

Direktur Utama

1. Sebagai Chief Executive Officer (CEO), memberikan arahan dan mengendalikan kebijakan visi, misi, dan strategi Perseroan.
2. Memimpin para anggota Direksi dalam melaksanakan keputusan Direksi.
3. Menyelenggarakan dan memimpin Rapat Direksi sesuai ketentuan Anggaran Dasar.
4. Menentukan keputusan yang diambil apabila dalam Rapat Direksi terdapat jumlah suara yang setuju dan tidak setuju sama banyaknya.
5. Atas nama Direksi, mengesahkan semua Surat Keputusan Direksi/Direktur Utama sesuai dengan jenis keputusan yang diatur dalam AD/ART atau ketentuan lainnya.
6. Atas nama Direksi, menunjuk pekerja atau perihal lain untuk mewakili Perseroan di dalam dan di luar Pengadilan.
7. Memimpin dan mendorong terlaksananya pembentukan budaya Perusahaan, peningkatan citra, dan Tata Kelola Perseroan (*Good Corporate Governance*).
8. Memimpin dan mengoordinasikan fungsi-fungsi antara lain: Corporate Secretary, Legal Counsel, Audit Executive, Corporate Communication & Investor Relation dan HSSE dalam mencapai sasaran kerja yang telah ditetapkan.
9. Memberikan informasi kepada pemangku kepentingan terhadap keputusan Direksi yang memberi dampak besar kepada publik yang berkaitan dengan keputusan bisnis, aspek legal ataupun isu-isu tentang Perseroan yang berkembang di masyarakat.

Direktur Penunjang Bisnis

1. Mengelola, mengoptimalkan, dan sentralisasi proses *procurement* untuk *shared commodity* secara PERTAMINA Grup.
2. Mengembangkan strategi dan optimasi pengelolaan aset penunjang bisnis agar efisien dan memberikan nilai tambah bagi Perusahaan.
3. Mengoptimalkan dan mengembangkan teknologi informasi untuk mendukung bisnis perusahaan.
4. Mengelola kegiatan *Shared Service Center* (SSC) Multi-Tower.

BOARD OF DIRECTORS' DUTIES AND RESPONSIBILITIES

DUTIES AND RESPONSIBILITY OF RESPECTIVE DIRECTOR

President Director

1. As Chief Executive Officer (CEO), providing directions and controlling vision, mission, and strategy policies of the Company.
2. Leading the Directors in implementing the Board of Directors' decisions.
3. Organizing and leading the Meeting of Board of Directors per Articles of Association.
4. Confirming the decision if there is a tie in the Meeting of the Board of Directors.
5. On behalf of the Board of Directors, ratifying Decision Letter of the Board of Directors/President Director in accordance with the type of decision regulated in Articles of Association or other stipulations.
6. On behalf of the Board of Directors, appointing employees or other matters to represent the Company inside and outside the Court.
7. Leading and encouraging the establishment of corporate culture, reputation enhancement, and Good Corporate Governance.
8. Leading and coordinating the functions, such as Corporate Secretary, Legal Counsel, Audit Executive, Corporate Communication & Investor Relation and HSSE in achieving the approved targets.
9. Providing information to stakeholders concerning the Board of Directors' decisions that may bring significant impacts to the public, relating to business decisions, legal aspect, or issues on the Company that develop among the society.

Director of Corporate Services

1. Managing, optimizing, and centralizing procurement process for shared commodity based on PERTAMINA Group.
2. Developing strategies and optimizing business supporting assets for efficiency and adding values to the Company.
3. Optimizing and cultivating information technology to support company business.
4. Managing Shared Service Centre (SSC) Multi-Tower activities.

Direktur Keuangan

1. Menyediakan pendanaan investasi untuk bisnis/proyek strategis di Perseroan.
2. Mengelola dan mengoptimalkan sumber daya keuangan secara *prudent*, efisien, dan memberi nilai tambah untuk mendukung bisnis dan rencana kerja perusahaan.
3. Mengoptimalkan pengelolaan keuangan perusahaan secara efektif dan *accountable*.
4. Melakukan pelaporan dan mengendalikan kesehatan Perseroan sesuai standar akuntansi *best practices*.

Direktur Sumber Daya Manusia

1. Mengelola kualitas, sistem, *knowledge management* untuk mendukung operasi dan efisiensi perusahaan.
2. Mengelola dan mengembangkan *human capital* dan organisasi untuk mendukung strategi bisnis dan operasional perusahaan.
3. Mengelola dan mengembangkan *talent* dan infrastruktur *human capital* untuk mendukung strategi bisnis dan operasional perusahaan dengan produktivitas tinggi.

Direktur Logistik dan Infrastruktur

1. Merencanakan dan melakukan optimasi aktivitas *supply* dan distribusi produk sesuai dengan kebutuhan ketahanan energi.
2. Merencanakan dan melakukan koordinasi pengoperasian infrastruktur yang diperlukan untuk *supply* dan distribusi produk.
3. Merencanakan pengembangan infrastruktur terkait logistik dan sinergi pengembangan infrastruktur lintas *subholding* guna merealisasikan biaya pengembangan infrastruktur dan logistik yang optimal.

Direktur Strategi, Portofolio, dan Pengembangan Usaha

1. Mengembangkan strategi dan *masterplan* bisnis untuk Grup yang menjadi acuan sasaran kerja jangka pendek, menengah, dan panjang.
2. Mengaji dan mengevaluasi rencana investasi dan portofolio bisnis di seluruh Grup sesuai dengan prinsip bisnis dan manajemen risiko dalam mendukung daya saing dan kelangsungan bisnis perusahaan.
3. Mengoptimalkan sinergi dan mengembangkan bisnis perusahaan, termasuk melalui kemitraan (*joint venture*).
4. Mengembangkan teknologi baru melalui riset yang terintegrasi dengan *masterplan* bisnis untuk mendukung daya saing dan kelangsungan bisnis perusahaan.
5. Mengelola inovasi berkelanjutan dan mengembangkan bisnis *new ventures* secara terintegrasi dalam mengembangkan bisnis perusahaan.

Director of Finance

1. Providing investment funding for the Company's strategic business/projects.
2. Managing and optimizing financial resources in a prudent and efficient manner and adding values to support company's business and work plan.
3. Optimizing company finance management effectively and accountably.
4. Performing reporting and controlling the Company's soundness per best practices of accounting standards.

Director of Human Capital

1. Managing quality, system, and knowledge management to support company's operation and efficiency.
2. Managing and nurturing the human capital and organization to support company's business strategy and operations.
3. Managing and nurturing the talent and infrastructure of human capital to support company's business strategy and operations with high productivity.

Director of Integrated Logistics and Infrastructure

1. Planning and optimizing supply activity and product distribution according to the needs of energy resilience.
2. Planning and coordinating infrastructure operations necessary for product supply and distribution.
3. Planning infrastructure development related to logistics and cross-subholding of infrastructure development synergy to realize an optimized fee in infrastructure and logistics development.

Director of Strategy, Portfolio, and New Ventures

1. Developing strategy and business masterplan for the Group which may act as reference for short-, medium-, and long-term work targets.
2. Reviewing and evaluating investment plan and business portfolio across the Group in accordance with the business principles and risk management to support competitiveness and business continuity of the company.
3. Optimizing synergy and expanding the company's business, including through partnership (*joint venture*).
4. Creating new technology through research integrated with business masterplan to strengthen competitiveness and business continuity of the company.
5. Managing sustainable innovation and cultivating new ventures business integrally in developing the company's business.

PROGRAM PENGENALAN DIREKSI BARU

PERTAMINA memiliki mekanisme program orientasi bagi anggota Direksi yang baru diangkat untuk memastikan bahwa anggota Direksi tersebut dapat secepatnya memberikan kontribusi terhadap kinerja perusahaan.

Tahun 2022, terdapat 2 (dua) orang anggota Dewan Komisaris yang baru diangkat, yaitu Erry Widiastono dan A. Salyadi Dariah Saputra. Program pengenalan dilaksanakan pada tanggal 20 September 2022 dengan materi yang diberikan meliputi:

1. Pelaksanaan prinsip-prinsip GCG di Perseroan;
2. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, pengendalian internal dan masalah-masalah strategis lainnya;
3. Keterangan mengenai kewajiban, tugas, tanggung jawab dan hak-hak Direksi dan Dewan Komisaris.

RAPAT DIREKSI

Sesuai dengan ketentuan *board manual*, Direksi wajib melakukan rapat sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan. Namun, Direksi dapat mengadakan rapat di luar jadwal tersebut bilamana dipandang perlu oleh seorang atau lebih anggota Direksi maupun permintaan Pemegang Saham dengan persyaratan yang sudah ditetapkan.

Selain itu, Direksi juga wajib mengadakan rapat bersama Dewan Komisaris secara berkala paling kurang 1 (satu) kali dalam 1 (satu) bulan.

Sepanjang tahun 2022, Direksi PERTAMINA melakukan 47 (empat puluh tujuh) kali rapat Direksi dan 28 (dua puluh delapan) kali rapat dengan Dewan Komisaris yang terbagi menjadi dua jenis rapat di antaranya rapat rutin BOC BOD dan rapat terbatas dengan rincian sebagai berikut:

INDUCTION PROGRAM FOR NEW DIRECTORS

PERTAMINA has in place an induction program mechanism for newly appointed members of the Board of Directors to ensure that these members of the Board of Directors can contribute to the company's performance as soon as possible.

In 2022, there were 2 (two) newly appointed members of the Board of Directors, Erry Widiastono and A. Salyadi Dariah Saputra. The induction program was held on September 20, 2022 with the materials provided include:

1. Implementation of GCG principles in the Company;
2. Description regarding the Company on the goals, nature, and scope of activities, financial and operating performance, strategy, short- and long-term business plan, competitive position, risk, internal control, and other strategic issues;
3. Information on obligations, duties, responsibilities, and rights of the Board of Directors and Board of Commissioners.

BOARD OF DIRECTORS MEETINGS

According to the board manual, the Board of Directors is required to hold a meeting at least once a month. However, the Board of Directors can perform the meeting outside the schedule if deemed necessary by one or more members of the Board of Directors or based on a request made by Shareholders in accordance with the stipulated requirements

In addition, the Board of Directors is also required to hold a joint meeting with the Board of Commissioners periodically at least once a month.

Throughout 2022, PERTAMINA Board of Directors held 47 (forty-seven) Board of Directors meetings and 28 (twenty-eight) joint meetings with the Board of Commissioners which were divided into two types of meetings including BOC BOD regular joint meetings and limited meetings with the following details:

Nama Name	Rapat Direksi Board of Directors Meetings			Rapat dengan Dewan Komisaris Joint Meetings with the Board of Commissioners		
	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Nicke Widyawati	47	46	98%	28	22	79%
Dedi Sunardi	47	42	89%	27	25	93%
Emma Sri Martini	47	42	89%	26	22	85%
M Erry Sugiharto	47	36	77%	26	23	88%
Erry Widiastono*	13	13	100%	7	6	86%
A. Salyadi Saputra*	13	13	100%	7	7	100%
Mulyono**	34	31	91%	19	16	84%
Iman Rachman**	22	18	82%	12	12	100%

*) menjabat sejak 19 September 2022
**) menjabat hingga 19 September 2022

*) served since September 19, 2022
**) served until September 19, 2022

PROGRAM PENGEMBANGAN KOMPETENSI DIREKSI

Untuk menunjang Direksi dalam melaksanakan tugas dan tanggung jawabnya, PERTAMINA juga menyertakan anggota Direksi pada program-program peningkatan kapabilitas. Tujuannya agar dapat selalu memperbarui informasi tentang perkembangan terkini dari bisnis utama Perseroan, mengantisipasi masalah yang timbul bagi keberlangsungan, dan kemajuan PERTAMINA.

Sepanjang tahun 2022, anggota Direksi PERTAMINA telah mengikuti program pelatihan dan pengembangan kompetensi sebagai berikut:

BOARD OF DIRECTORS COMPETENCY DEVELOPMENT PROGRAM

To support the Board of Directors in conducting their duties and responsibilities, PERTAMINA also includes members of the Board of Directors in capability improvement programs. The goal is to be able to always update information on the latest developments in the Company's main business, anticipate problems that arise for the sustainability and progress of PERTAMINA.

Throughout 2022, members of PERTAMINA Board of Directors have participated in the following competency training and development programs:

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop</i> / Konferensi/ <i>Seminar</i> Name of Training/ <i>Workshop</i> / Conference/ <i>Seminar</i>	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Nicke Widyawati	Direktur Utama President Director	Panelist <i>2nd Stakeholder Consultation Task Force Energy, Sustainability & Climate B20</i>	B20 Committee	18 Januari 2022 Jakarta January 18, 2022 Jakarta
		Narasumber - DIES NATALIES UNIV. PERTAMINA Resource Speaker - DIES NATALIES UNIVERSITY of PERTAMINA	Univ Pertamina	2 Februari 2022 Jakarta - <i>Online</i> February 02, 2022 Jakarta - <i>Online</i>
		<i>Workshop: Risk, Uncertainty, Forecastability of Oil Price and How to Make Decisions Over the Situation (Context: Russia and Ukraine Conflict)</i>	BCG	9 Maret 2022 Jakarta - <i>Online</i> March 09, 2022 Jakarta - <i>Online</i>
		<i>B20 Indonesia Partners in Energy Transition</i>	B20 Committee	1 April 2022 Jakarta- <i>Online</i> April 01, 2022 Jakarta - <i>Online</i>

Nama Name	Jabatan Position	Nama Pelatihan/Workshop/ Konferensi/Seminar Name of Training/Workshop/ Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Nicke Widyawati	Direktur Utama President Director	Narasumber - Acara <i>3rd Task Force Call Meeting</i> B20	B20 Committee	19 April 2022 Jakarta-Online
		Resource Speaker - Event of B20 3rd Task Force Call Meeting		Apr 19, 2022 Jakarta - Online
		Narasumber - Acara Paguyuban Pimpinan Tinggi Madya Perempuan (PIMTI)	PIMTI	3 Juni 2022 Jakarta
		Resource Speaker - Event of Association of Middle High Leaders of Women (PIMTI)		June 03, 2022 Jakarta
		Narasumber - <i>Task Force Leadership</i>	B20 Committee	7 Juni 2022 Jakarta - Online
		Resource Speaker - Task Force Leadership		June 07, 2022 Jakarta - Online
		Narasumber - <i>The Energy Transition in Growth Markets</i>	B20 Committee	21 Juni 2022 Jakarta - Online
		Resource Speaker - The Energy Transition in Growth Markets		June 21, 2022 Jakarta - Online
		Narasumber - PEMBICARA DI ECONOMIC CHALLENGE METRO TV	Metro TV	12 Juli 2022 Jakarta
		Resource Speaker - ECONOMIC CHALLENGE METRO TV		July 12, 2022 Jakarta
		G20 Presidency Conference - <i>Sustainable Finance for Climate Transition Roundtable</i>	G20 Committee	14 Juli 2022 Bali
				July 14, 2022 Bali
		Peserta di Kompas Collaboration Forum	Kompas	15 Juli 2022 Jakarta
		Participant in the Kompas Collaboration Forum		July 15, 2022 Jakarta
		Narasumber di Webinar Woman Leadership: Integrating Professional and Personal Life	PELINDO	18 Juli 2022 Jakarta - Online
		Resource Speaker at Webinar: Woman Leadership: Integrating Professional and Personal Life		July 18, 2022 Jakarta - Online
		Narasumber - Acara " <i>Partners in Energy Transition</i> ", Indonesia G20 Energy Transition Investment Forum	B20 Committee	19 Juli 2022 Jakarta
		Resource Speaker - "Partners in Energy Transition" event, Indonesia G20 Energy Transition Investment Forum		July 19, 2022 Jakarta
		Narasumber - Acara Kampanye Gerakan Nasional Bangga Buatan Indonesia (Gernas BBI)	G20 Committee	22 Juli 2022 Jakarta - Online
		Resource Speaker - Campaign Event of the Proudly Made in Indonesia National Movement (Gernas BBI)		July 22, 2022 Jakarta - Online
		Workshop Acara Jamdatun tentang <i>Business Judgement Rules</i> dan Mitigasi Risiko Dalam Pengambilan Keputusan Bisnis	Legal Counsel PT Pertamina (Persero)	26 Juli 2022 Jakarta
		Jamdatun Event Workshop on Business Judgment Rules and Risk Mitigation in Making Business Decisions	PT Pertamina (Persero) Legal Counsel	July 26, 2022 Jakarta

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop/</i> Konferensi/Seminar Name of Training/ <i>Workshop/</i> Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Nicke Widyawati	Direktur Utama President Director	Narasumber - <i>Overview Presentation of the Energy, Sustainability, and Climate Task Force Policy Recommendations B20</i> Resource Speaker - Overview Presentation of the Energy, Sustainability, and Climate Task Force Policy Recommendations B20	B20 Committee	27 Juli 2022 Jakarta - <i>Online</i> July 27, 2022 Jakarta - Online
		<i>Webinar International Essay Competition - Task Force ESC B20</i> International Essay Competition Webinar - Task Force ESC B20	B20 Committee	10 Agustus 2022 Jakarta - <i>Online</i> August 10, 2022 Jakarta - Online
		<i>Conference Acara Energy Transition Working Group dengan MESDM</i> Conference Event of Energy Transition Working Group with MEMR	Kementerian ESDM Energy and Mineral Resources Ministry	29 - 31 Agustus 2022 Bali August 29 - 31, 2022 Bali
		Narasumber Acara <i>The Business 20 (B20) Summit 2022 Attendance Invitation for the B20-G20 Dialogue: Energy Sustainability and Climate Task Force</i> Resource Speaker at <i>The Business 20 (B20) Summit 2022 Attendance Invitation for the B20-G20 Dialogue: Energy Sustainability and Climate Task Force</i>	B20 Committee	29 - 31 Agustus 2022 Bali August 29 - 31, 2022 Bali
		Narasumber - Sosialisasi dan Penandatanganan Komitmen Pathway Pertamina <i>Net Zero Emission (NZE) Roadmap</i> Resource Speaker- <i>Socialization and Signing of Pertamina Net Zero Emission (NZE) Roadmap Commitment Pathway</i>	Direktorat Strategi, Portfolio dan Pengembangan Usaha PT Pertamina (Persero) Directorate of Strategy, Portfolio and New Ventures of PT Pertamina (Persero)	6 Oktober 2022 Jakarta October 06, 2022 Jakarta
		Narasumber - Acara SOE <i>Commitment on NZE</i> Resource Speaker - SOE Commitment on NZE event	Kementerian BUMN SOE Ministry	18 Oktober 2022 Bali October 18, 2022 Bali
		Narasumber - <i>Talkshow Bedah Buku Potret Business Judgment Rule Praktik Pertanggungjawaban Pengelolaan BUMN</i> Resource Speaker - Talkshow Review of the Business Judgment Rule Portrait of SOE Management Accountability Practices	Fungsi Legal PT Pertamina (Persero) PT Pertamina (Persero) Legal Function	2 November 2022 Jakarta November 02, 2022 Jakarta
		Narasumber - <i>COP-27 Conference</i> Resource Speaker - COP-27 Conference	G20 Committee	6 November 2022 Mesir November 06, 2022 Egypt

Nama Name	Jabatan Position	Nama Pelatihan/Workshop/ Konferensi/Seminar Name of Training/Workshop/ Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
		Narasumber - Indonesia Net Zero Summit 2022: <i>Industrial Decarbonization at All Cost</i> Resource Speaker - Indonesia Net Zero Summit 2022: Industrial Decarbonization at All Cost	B20 Indonesia Summit 2022	11 November 2022 Bali November 11, 2022 Bali
		Conference - BNEF Summit Bali	B20 Indonesia Summit 2022	12 November 2022 Bali November 12, 2022 Bali
		Narasumber - Acara Policy Recommendation Chair TF ESC & Cair TF FI di B20 SUMMIT Indonesia 2022 Resource Speaker - Policy Recommendation Chair TF ESC & Chair TF FI Event at B20 SUMMIT Indonesia 2022	B20 Indonesia Summit 2022	13 November 2022 Bali November 13, 2022 Bali
		Narasumber - Acara McKinsey Leaders breakfast Sustainable Growth Resource Speaker - McKinsey Leaders breakfast event on Sustainable Growth	B20 Indonesia Summit 2022	14 November 2022 Bali November 14, 2022 Bali
		Narasumber - Global Energy Solutions Leadership Dialogue Resource Speaker - Global Energy Solutions Leadership Dialogue	B20 Indonesia Summit 2022 & IEF	15 November 2022 Bali November 15, 2022 Bali
		Narasumber - Acara SMEXPO 2022 Resource Speaker - SMEXPO 2022 Event	SMEXPO	29 November 2022 Bali November 29, 2022 Bali
A. Salyadi Saputra	Direktur Strategi, Portofolio dan Pengembangan Usaha Director of Strategy, Portfolio and New Ventures	SOE International Conference - Driving Sustainable & Inclusive Growth	Kementerian BUMN SOE Ministry	17 Oktober 2022 Bali Nusa Dua Convention Center October 17, 2022 Bali Nusa Dua Convention Center
		CEO Talks-Podcast "Memenuhi Kebutuhan Energi lewat Prinsip Keberlanjutan" CEO Talks-Podcast "Meeting Energy Needs through the Principle of Sustainability"	Kompas 100 CEO Forum (Kompas)	31 Oktober 2022 Inspigo Studio, Jakarta October 31, 2022 Inspigo Studio, Jakarta
		Onboarding Directorship Program Angkatan 6 Tahun 2022 Onboarding Directorship Program Batch 6 of 2022	Kementerian BUMN	2 November - 21 Desember 2022 Online Zoom November 02 - December 21, 2022 Online Zoom
		UK-Indonesia Business Leaders Forum	B20 Committee	14 November 2022 Grand Hyatt, Bali Nusa Dua November 14, 2022 Grand Hyatt, Bali Nusa Dua

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop</i> / Konferensi/Seminar Name of Training/ <i>Workshop</i> / Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
A. Salyadi Saputra	Direktur Strategi, Portofolio dan Pengembangan Usaha Director of Strategy, Portfolio and New Ventures	<i>Indonesia Global Compact Network CEO Roundtable Lunch</i>	B20 Committee	14 November 2022 Renaissance Bali Nusa Dua November 14, 2022 Renaissance Bali Nusa Dua
		<i>Webinar CEO Live Series "Pengembangan Ekonomi Hijau dan Urgensi Program Keberlanjutan"</i> Webinar CEO Live Series "Green Economy Development and Urgency of Sustainability Program"	Kompas100 CEO Forum (Kompas)	23 November 2022 The Westin Jakarta November 23, 2022 The Westin Jakarta
Emma Sri Martini	Direktur Keuangan Director of Finance	MANDIRI INVESTMENT FORUM 2022 - " <i>Recapturing the Growth Momentum</i> "	Bank Mandiri	9 Februari 2022 <i>Online</i> February 09, 2022 <i>Online</i>
		<i>Fitch on Indonesia 2022: Exit Strategy after the Pandemic - Corporates and Infrastructure and Project Finance</i>	Fitch Ratings	23 Maret 2022 <i>Online</i> March 23, 2022 <i>Online</i>
		<i>Half Day Seminar BPKP</i>	BPKP	7 Oktober 2022 Auditorium Gandhi BPKP October 07, 2022 Gandhi Auditorium, BPKP
		<i>Risk Management Workshop</i>	Kementerian BUMN SOE Ministry	26 Oktober 2022 Kementerian BUMN Lt. 21 October 26, 2022 SOE Ministry 21st Fl
		<i>Workshop Pengendalian Risiko Melalui Penerapan Captive Insurance Untuk BUMN Konglomerasi</i> Workshop on Risk Control Through the Implementation of Captive Insurance for SOE Conglomerate	Kementerian BUMN SOE Ministry	29 November 22 Ruang Rapat Lt.8, Amanah III, Kementerian BUMN November 29, 2022 Meeting Room on 8th Fl, Amanah III, SOE Ministry
M. Erry Sugiharto	Direktur Sumber Daya Manusia Director of Human Capital	<i>Leader Forum: Inspiring Leaders "Lead With Values"</i>	Pertamina	31 Maret 2022 <i>Online</i> March 31, 2022 <i>Online</i>
		<i>Indonesia HR Summit 12th</i>	SKK Migas dan Pertamina Hulu Energi	28-29 Juni 2022 Bali - Indonesia June 28-29, 2022 Bali - Indonesia
		<i>Dynamic Leadership for Young Leaders</i>	Kementerian BUMN SOE Ministry	13 September 2022 Live House - M. Bloc Space September 13, 2022 Live House - M. Bloc Space

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop</i> / Konferensi/Seminar Name of Training/Workshop/ Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
M. Erry Sugiharto	Direktur Sumber Daya Manusia Director of Human Capital	Implementasi <i>Industrial Peace Audit, Human Rights Due Diligence dan Respectful Workplace</i> Untuk Mendorong Keberlanjutan Perusahaan Implementation of Industrial Peace Audit, Human Rights Due Diligence and Respectful Workplace to Encourage Company Sustainability	Forum Human Capital Indonesia	7 Desember 2022 <i>Online</i> December 07, 2022 Online
Mulyono	Direktur Logistik & Infrastruktur Director of Integrated Logistics & Infrastructure	Pelatihan Talenta BUMN SOE Talent Training	Kementerian BUMN SOE Ministry	15 Februari 2022 <i>Online M-teams</i> February 15, 2022 Online M-teams
Dedi Sunardi	Direktur Penunjang Bisnis	<i>Assessment</i> Kompetensi BUMN SOE Competency Assessment	SHL	25 Februari 2022 <i>Online</i> February 25, 2022 Online
	Director of Corporate Services	<i>Professional Qualification Assessment</i> Professional Qualification Assessment	SHL	1 Maret 2022 Kantor SHL March 01, 2022 SHL Office

Nominasi dan Remunerasi Anggota Dewan Komisaris dan Direksi

Nomination and Remuneration for Members of The Board of Commissioners and Directors

Pengangkatan dan pemberhentian serta penetapan besaran remunerasi bagi anggota Dewan Komisaris dan Direksi merupakan wewenang pemegang saham yang dilakukan melalui mekanisme RUPS.

Appointment and dismissal as well as determination of the total remuneration for members of the Board of Commissioners and Directors is the shareholders' authority conducted through the GMS mechanism.

PROSEDUR NOMINASI ANGGOTA DEWAN KOMISARIS DAN DIREKSI

Pengangkatan anggota Dewan Komisaris dan Direksi PERTAMINA merupakan wewenang pemegang saham, dalam hal ini adalah Kementerian BUMN. Prosedur pengangkatan Dewan Komisaris mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-10/MBU/10/2020 Tentang Perubahan Atas 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. Sedangkan prosedur pengangkatan Direksi mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER - 11/MBU/07/2021 Tentang Persyaratan, Tata Cara Pengangkatan, Dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.

Seluruh calon anggota Dewan Komisaris dan/atau Direksi PERTAMINA harus memenuhi persyaratan formil dan materil sesuai yang tertera pada ketentuan tersebut.

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Besaran remunerasi bagi anggota Dewan Komisaris dan Direksi PERTAMINA ditetapkan oleh RUPS/ Menteri, dan berlaku setiap tahun selama satu tahun terhitung sejak bulan Januari tahun berjalan. Penetapan mengacu pada pedoman sebagaimana tercantum dalam Peraturan Menteri Badan Usaha Milik Negara Nomor PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan

NOMINATION PROCEDURE FOR MEMBERS OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The appointment of members of PERTAMINA's Board of Commissioners and Directors is the authority of the shareholders, in this case the SOE Ministry. The appointment procedure for the Board of Commissioners refers to the State-Owned Enterprises Minister Regulation Number PER-10/MBU/10/2020 concerning Amendments to the State-Owned Enterprises Minister Regulation Number PER-02/MBU/02/2015 concerning Requirements and Procedures for Appointment and Termination of Members of the Board of Commissioners and Supervisory Board of State Owned Enterprises. Meanwhile, the appointment procedure for the Board of Directors refers to the State-Owned Enterprises Minister Regulation Number PER - 11/MBU/07/2021 concerning Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises.

All prospective members of the Board of Commissioners and/or Directors of PERTAMINA must fulfill the formal and material requirements as stated in these provisions.

REMUNERATION POLICY FOR THE BOARD OF COMMISSIONERS AND DIRECTORS

Total remuneration for members of the Board of Commissioners and Directors of PERTAMINA is determined by the GMS/Minister, and is valid every year for one year starting from January of the year. The determination refers to the guidelines as stated in the State-Owned Enterprises Minister Regulation Number PER-13/MBU/09/2021 dated September 24, 2021 concerning the Sixth Amendment to the State-Owned Enterprises Minister Regulation Number PER-04/MBU/2014 concerning Guidelines for Determination

Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN.

Struktur dan Komponen Remunerasi

Dalam penetapan remunerasi, struktur dan komponen yang diberikan kepada anggota Direksi dan Dewan Komisaris meliputi:

1. Gaji untuk anggota Direksi, sedangkan honorarium untuk anggota Dewan Komisaris;
2. Tunjangan;
3. Fasilitas; dan
4. Tantiem/Insentif Kinerja/Insentif Khusus.

Penetapan penghasilan yang berupa gaji atau honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan Perusahaan, dan faktor-faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan. Faktor-faktor lain yang relevan di antaranya adalah tingkat penghasilan yang berlaku umum dalam industri yang sejenis.

of the Income of the Board of Directors, Board of Commissioners and Supervisory Board of SOEs.

Remuneration Structure and Components

To establish remuneration, the structure and components given to members of the Board of Directors and Board of Commissioners include:

1. Salary for members of the Board of Directors; and honorarium for members of the Board of Commissioners;
2. Benefits;
3. Facilities; and
4. Bonus/Work Incentive/Special Incentive.

Establishment of remuneration in the form of salary or honorarium, benefits, and facilities which are fixed by nature is carried out by considering several factors, such as business scale, business complexity, inflation rate, Company's financial condition and capability, and other relevant factors as well as ensuring zero conflict with laws and regulations. Another relevant factor is income level that is deemed general in similar industries.

STRUKTUR GAJI ANGGOTA DIREKSI DAN HONORARIUM ANGGOTA DEWAN KOMISARIS

Komponen Gaji Direksi Salary Component of Board of Directors	
Gaji Direktur Utama President Director & CEO's Salary	Gaji Anggota Direksi Lain Other Members of the Board of Director's Salary
100%	85%
dari Gaji Direktur Utama of the President Director & CEO Salary	dari Gaji Direktur Utama of the President Director & CEO Salary

STRUCTURE OF SALARY FOR MEMBERS OF THE BOARD OF DIRECTORS AND HONORARIUM FOR MEMBERS OF THE BOARD OF COMMISSIONERS

Komponen Honorarium Dewan Komisaris Honorarium Component of Board of Commissioners		
Honorarium Komisaris Utama President Commissioner's Honorarium	Honorarium Wakil Komisaris Utama Vice President Commissioner's Honorarium	Honorarium Anggota Komisaris Lain Other Members of the Board of Commissioners' Honorarium
45%	42,5%	90%
dari Gaji Direktur Utama of the President Director & CEO Salary	dari Gaji Direktur Utama of the President Director & CEO Salary	dari honorarium Komisaris Utama of the President Commissioner's Honorarium

JENIS TUNJANGAN ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Direksi Board of Directors
<ul style="list-style-type: none"> Tunjangan hari raya (THR) Religious Holiday Allowance (THR) Tunjangan perumahan Housing allowance Asuransi purna jabatan Retirement insurance

TYPES OF BENEFITS FOR MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Dewan Komisaris Board of Commissioners
<ul style="list-style-type: none"> Tunjangan hari raya (THR) Religious Holiday Allowance (THR) Tunjangan transportasi Transportation allowance Asuransi purna jabatan Retirement insurance

JENIS FASILITAS ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Direksi Board of Directors
<ul style="list-style-type: none"> Fasilitas kendaraan Vehicle facilities Fasilitas kesehatan Health facilities Fasilitas bantuan hukum Legal assistance facilities

TYPES OF FACILITIES FOR MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Dewan Komisaris Board of Commissioners
<ul style="list-style-type: none"> Fasilitas kesehatan Health facilities Fasilitas bantuan hukum Legal assistance facilities

TANTIEM/INSENTIF KINERJA/INSENTIF KHUSUS

PERTAMINA dapat memberikan tantiem/inentif kinerja (tantiem/IK) kepada anggota Direksi dan Dewan Komisaris berdasarkan penetapan RUPS dalam pengesahan laporan tahunan, dengan persyaratan yang sudah ditetapkan. Perhitungan tantiem/IK menggunakan pedoman yang ditetapkan oleh Menteri BUMN.

Penetapan penghasilan yang berupa Tantiem/Insentif Kinerja/Insentif Khusus yang bersifat variabel (*merit rating*) dilakukan dengan mempertimbangkan faktor kinerja dan kemampuan keuangan Perusahaan, serta faktor-faktor lain yang relevan. Faktor-faktor lain yang relevan termasuk di antaranya adalah tingkat penghasilan yang berlaku umum dalam industri yang sejenis.

BONUS/WORK INCENTIVE/SPECIAL INCENTIVE

The Company can provide bonus/work incentive (tantiem/IK) for members of the Board of Directors and Board of Commissioners according to the GMS resolutions related to annual reports ratification by adhering to the established requirements. The calculation of bonus/work incentive uses a guideline that was established by the SOE Minister.

Establishment of remuneration in the form of Bonus/Work Incentive/Special Incentive which are variable (*merit rating*) by nature is performed by considering the Company's financial performance and capability as well as other relevant factors. Another relevant factor is the general income level in similar industries.

STRUKTUR TANTIEM/INSENTIF KINERJA/INSENTIF KHUSUS BAGI ANGGOTA DIREKSI DAN DEWAN KOMISARIS

Insentif Direktur Utama President Director & CEO's incentive	Insentif Anggota Direksi Lain Other Members of the Board of Director's incentive
100%	85%
dari Insentif Direktur Utama of the President Director & CEO incentive	dari Insentif Direktur Utama of the President Director & CEO incentive

STRUCTURE OF BONUS/WORK INCENTIVE/SPECIAL INCENTIVE FOR MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Insentif Komisaris Utama President Commissioner's incentive	Insentif Wakil Komisaris Utama Vice President Commissioner's incentive	Insentif Anggota Komisaris Lain Other Members of the Board of Commissioners' incentive
45%	42,5%	90%
dari Insentif Direktur Utama of the President Director & CEO incentive	dari Insentif Direktur Utama of the President Director & CEO incentive	dari Insentif Komisaris Utama of the President Commissioner incentive

Komite-Komite Dewan Komisaris

Committees Under The Board of Commissioners

Sesuai ketentuan perundang-undangan, dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dapat membentuk komite yang mempunyai tugas berkaitan dengan fungsi pengawasan Dewan Komisaris. Sampai dengan akhir tahun 2022, Dewan Komisaris memiliki beberapa komite:

1. Komite Audit
2. Komite Nominasi dan Remunerasi
3. Komite Pemantau Investasi dan Manajemen Risiko (d/h Komite Investasi)

In accordance with statutory provisions, in conducting its duties and responsibilities, the Board of Commissioners may form committees that have duties related to its supervisory function. As of the end of 2022, the Board of Commissioners has had several committees:

1. Audit Committee
2. Nomination and Remuneration Committee
3. Investment and Risk Management Oversight Committee (formerly known as Investment Committee)

Komite Audit

Audit Committee

Komite Audit dibentuk untuk membantu Dewan Komisaris dalam memantau dan memastikan efektivitas sistem pengendalian internal dan pelaksanaan tugas auditor internal dan auditor eksternal dengan melakukan pemantauan dan evaluasi atas perencanaan dan pelaksanaan audit dalam rangka menilai kecukupan pengendalian internal termasuk proses pelaporan keuangan.

The Audit Committee was formed to assist the Board of Commissioners in monitoring and ensuring the effectiveness of the internal control system and the implementation of the duties of the internal auditors and external auditors by monitoring and evaluating the planning and implementation of audits in order to assess the adequacy of internal controls including the financial reporting process.

PIAGAM KOMITE AUDIT

PERTAMINA telah menyusun Piagam Komite Audit yang menjadi acuan bagi anggota Komite Audit dalam menjalankan tugas dan tanggung jawab untuk mendukung kegiatan Dewan Komisaris. Piagam telah ditandatangani dan disetujui oleh seluruh anggota Dewan Komisaris pada tanggal 17 Maret 2021 dan dapat disesuaikan dengan perkembangan/perubahan peraturan perundang-undangan yang berlaku di kemudian hari.

AUDIT COMMITTEE CHARTER

PERTAMINA has prepared an Audit Committee Charter which is a reference for members of the Audit Committee in conducting their duties and responsibilities to support the activities of the Board of Commissioners. The charter was signed and approved by all members of the Board of Commissioners on March 17, 2021 and can be adjusted according to developments/changes in applicable laws and regulations in the future.

KEANGGOTAAN KOMITE AUDIT

Jumlah anggota Komite Audit PERTAMINA sekurang-kurangnya berjumlah 1 (satu) orang dan diketuai oleh Komisaris Independen. Anggota Komite Audit harus memiliki integritas yang baik, profesional, dan mempunyai pengetahuan, serta pengalaman kerja yang cukup di bidang keuangan/akuntansi/teknis dan/atau pengawasan/pemeriksaan.

Masa jabatan anggota Komite Audit yang berasal dari unsur Dewan Komisaris melekat pada jabatan Dewan Komisaris. Sedangkan masa jabatan anggota Komite Audit yang bukan anggota Dewan Komisaris adalah 3 (tiga) tahun dan dapat diangkat kembali untuk satu periode berikutnya.

Tahun 2022, anggota Komite Audit PERTAMINA berjumlah 5 (lima) orang dengan komposisi sebagai berikut:

AUDIT COMMITTEE MEMBERSHIP

Total members of the PERTAMINA Audit Committee is at least 1 (one) member and chaired by an Independent Commissioner. Members of the Audit Committee must have good integrity, be professional, and have adequate knowledge and work experience in finance/accounting/technical and/or supervision/examination.

The term of office for members of the Audit Committee who come from elements of the Board of Commissioners is attached to the position of the Board of Commissioners. Meanwhile, the term of office for members of the Audit Committee who are not members of the Board of Commissioners is 3 (three) years and can be reappointed for the next period.

In 2022, there were 5 (five) members of the PERTAMINA Audit Committee with the following composition:

Nama Name	Jabatan Position	Dasar Pengangkatan Legal Basis of Appointment	Keterangan Remarks
Ahmad Fikri Assegaf	Ketua merangkap Anggota Chairman, and concurrently as a Member	Surat Keputusan Dewan Komisaris No. 008/KPTS/K/DK/2022 tanggal 8 Desember 2022. Board of Commissioners Decision Letter No. 008/KPTS/K/DK/2022 dated December 8, 2022.	Komisaris Independen Independent Commissioner
Alexander Lay	Wakil Ketua merangkap Anggota Vice Chairman, and concurrently as a Member	Surat Keputusan Dewan Komisaris No. 008/KPTS/K/DK/2022 tanggal 8 Desember 2022. Board of Commissioners Decision Letter No. 008/KPTS/K/DK/2022 dated December 8, 2022.	Komisaris Independen Independent Commissioner
Eddy Fritz Sinaga	Anggota Member	Surat Keputusan Dewan Komisaris No. 019/KPTS/K/ DK/2020 tanggal 20 Juli 2020. Board of Commissioners Decision Letter No. 019/KPTS/K/DK/2020 dated July 20, 2020.	Pihak Independen Independent Party
Widiyarto Suwanto Sumitro	Anggota Member	Surat Keputusan Dewan Komisaris No. 015/KPTS/K/ DK/2020 tanggal 24 Juni 2020 Board of Commissioners Decision Letter No. 015/KPTS/K/DK/2020 dated June 24, 2020	Pihak Independen Independent Party
Wahyu Indra Pramugari*	Anggota Member	Surat Keputusan Dewan Komisaris No. 017/KPTS/K/ DK/2020 tanggal 03 Juli 2020. Board of Commissioners Decision Letter No. 017/KPTS/K/DK/2020 dated July 03, 2020.	Pihak Independen Independent Party
Budi Ibrahim**	Anggota Member	Surat Keputusan Dewan Komisaris No. 002/KPTS/K/ DK/2022 tanggal 31 Januari 2022 Board of Commissioners Decision Letter No. 002/KPTS/K/DK/2022 dated January 31, 2022	Pihak Independen Independent Party

*) mengundurkan diri terhitung mulai tanggal 25 Januari 2022 dengan pengukuhan pengunduran diri melalui Surat Keputusan Dewan Komisaris No. 002/KPTS/K/ DK/2022 tanggal 31 Januari 2022
resigned starting January 25, 2022 with confirmation of resignation through the Board of Commissioners Decision Letter No. 002/KPTS/K/DK/2022 dated January 31, 2022

**) menjabat terhitung mulai tanggal 01 Maret 2022 melalui Surat Keputusan Dewan Komisaris No. 002/KPTS/K/ DK/2022 tanggal 31 Januari 2022
served as of March 1, 2022 through the Board of Commissioners Decision Letter No. 002/KPTS/K/DK/2022 dated January 31, 2022

Adapun profil dari masing-masing anggota Dewan Komisaris adalah sebagai berikut:

The profiles of each member of the Board of Commissioners are as follows:

AHMAD FIKRI ASSEGAF

Ketua merangkap Anggota

Chairman, and concurrently as a Member

Profil Ahmad Fikri Assegaf dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Ahmad Fikri Assegaf's profile can be seen in the Profile of the Board of Commissioners section in this Annual Report.

ALEXANDER LAY

Wakil Ketua merangkap Anggota

Vice Chairman, and concurrently as a Member

Profil Alexander Lay dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Alexander Lay's profile can be seen in the Profile of the Board of Commissioners section in this Annual Report.

EDDY FRITZ SINAGA

Anggota

Member

Menjabat sebagai Anggota Komite Audit PT Pertamina (Persero) berdasarkan Surat Keputusan Dewan Komisaris No. 019/KPTS/K/DK/2020 tanggal 20 Juli 2020. Eddy, lulus sebagai Chartered Accountant di Sekolah Tinggi Akuntansi Negara pada tahun 1986 dan menyelesaikan Course on Comprehensive Auditing di Ottawa, Canada (1992) serta Certified Lead Auditor of Anti-bribery Management System ISO 37001 (2020).

Jabatan yang pernah diembannya, antara lain: Anggota Komite Investasi PT Emco Asset Management (2013), Advisor to the BoD pada PT Karabha Digdaya (2016) dan konsultan independen (2012 – sekarang).

Selama aktif berkarier sebagai konsultan di berbagai industri, Eddy telah membantu klien dalam *financial & risk management, operational review, asset management, good corporate governance, investment decisions* dan internal audit. Selain itu, Eddy juga berpengalaman di sektor finansial & perbankan khususnya memegang berbagai posisi di Badan Pengawasan Keuangan & Pembangunan (BPKP) dan Badan Penyehatan Perbankan Nasional (BPPN) dan menyelesaikan berbagai proses restrukturisasi *loan & liabilities, accounting automation project* dan *asset management*.

Serves as a Member of the Audit Committee of PT Pertamina (Persero) based on the Board of Commissioners Decision Letter No. 019/KPTS/K/DK/2020 July 20, 2020. Eddy, graduated as a Chartered Accountant at the State College of Accountancy in 1986 and completed the Course on Comprehensive Auditing in Ottawa, Canada (1992) and Certified Lead Auditor of Anti-bribery Management System ISO 37001 (2020).

His previous positions include: Member of the Investment Committee at PT Emco Asset Management (2013), Advisor to the BoD at PT Karabha Digdaya (2016) and Independent Consultant (2012 – present).

Throughout his active career as a consultant in various industries, Eddy has assisted clients in financial & risk management, operational reviews, asset management, good corporate governance, investment decisions and internal audits. In addition, Eddy also has experience in the financial & banking sector, in particular holding various positions at the Financial & Development Supervisory Agency (BPKP) and the Indonesian Bank Restructuring Agency (IBRA) and completing various loan & liability restructuring processes, accounting automation projects and asset management.

WIDIYARTO SUWARTO SUMITRO

Anggota
Member

Menjabat sebagai Anggota Komite Audit PT Pertamina (Persero) berdasarkan Surat Keputusan Dewan Komisaris No. 015/KPTS/K/DK/2020 tanggal 24 Juni 2020. Widiyarto, lulus sebagai Adjunct Accountant di Sekolah Tinggi Akuntansi Negara (STAN) pada tahun 1979 dan menyelesaikan pendidikan S2 Master of Business Administration di Indonesian Institute for Management Development (IPMI) (*in association with* Harvard Business School) pada tahun 1985.

Jabatan yang pernah diembannya, antara lain: Komisaris Independen PT Bank Rabobank Internasional Indonesia (2013-2020), Ketua Komite Audit PT Bank Rabobank Internasional Indonesia (2016-2020), Ketua Komite Pemantauan & Kepatuhan Risiko PT Bank Rabobank Internasional Indonesia (2016-2019) dan Director of Operations PT Bank Rabobank Internasional Indonesia (2005-2008).

Selain berkarier di industri finansial dan perbankan, Widiyarto juga aktif di dunia pendidikan sebagai dosen program MM *Executive* dan *Regular Graduate* dan *Undergraduate Program* di IPMI *International Business School* (2004 - sekarang) dan sebelumnya sebagai dosen MM Program (*Graduate*) di Universitas Bina Nusantara (2004-2017). Dengan latar belakang yang kuat dalam *Financial & Management Accounting, Business Policy, Risk Management, Audit* dan *Banking Operations*, Widiyarto juga aktif dalam berbagai aktivitas *certification* dan *training*.

Serves as a Member of the Audit Committee of PT Pertamina (Persero) based on the Board of Commissioners Decision Letter No. 015/KPTS/K/DK/2020 dated June 24, 2020. Widiyarto, graduated as an Adjunct Accountant at the State College of Accountancy (STAN) in 1979 and completed his Master of Business Administration at the Indonesian Institute for Management Development (IPMI) (*in association with* Harvard Business School) in 1985.

His previous positions include: Independent Commissioner of PT Bank Rabobank Internasional Indonesia (2013-2020), Chairman of the Audit Committee of PT Bank Rabobank Internasional Indonesia (2016-2020), Chairman of the Risk Monitoring & Compliance Committee of PT Bank Rabobank Internasional Indonesia (2016-2019) and Director of Operations of PT Bank Rabobank Internasional Indonesia (2005-2008).

In addition to his career in the financial and banking industry, Widiyarto is also active in the world of education as a lecturer in the MM *Executive* and *Regular Graduate* and *Undergraduate Programs* at IPMI *International Business School* (2004 - present) and previously as a lecturer in the MM Program (*Graduate*) at Bina Nusantara University (2004) -2017). With a strong background in *Financial & Management Accounting, Business Policy, Risk Management, Audit* and *Banking Operations*, Widiyarto is also active in various certification and training activities.

WAHYU INDRA PRAMUGARI*

Anggota
Member

Menjabat sebagai Anggota Komite Audit PT Pertamina (Persero) berdasarkan Surat Keputusan Dewan Komisaris No. 017/KPTS/K/DK/2020 tanggal 3 Juli 2020. Wahyu, lulus S1 Ilmu Hukum di LEMHANAS RI pada tahun 2009 dan menyelesaikan S2 Ilmu Hukum di LEMHANAS RI pada tahun 2003. Jabatan yang pernah diembannya, antara lain Kepala Sespim Polri (2016-2019), Kapolda Sumatera Barat (2011-2013) dan Inspektur Khusus Itwasum Polri (2009-2011).

Selama berkarier di kepolisian, Wahyu telah ditugaskan di berbagai provinsi seperti, Jawa Tengah, Jawa Timur, Riau, Kalimantan Selatan, dan Sumatera Barat. Wahyu juga pernah ditugaskan di berbagai negara di antaranya Namibia di Afrika atas Misi PBB GARUDA IX (1989) dan Kroasia atas Misi Garuda PBB XIV (1996-1997) dan negara lainnya seperti USA, Singapura, Malaysia, Hongkong, China serta Jepang. Atas kontribusinya Wahyu juga mendapatkan beberapa penghargaan Bintang dan Medali di antaranya adalah Medali PBB Garuda IX/1990 (UNMEDAL "UNTAG" NAMIBIA) (1990), Medali PBB GARUDA XIV (UN MEDAL "UNTAES" CROATIA) (1997), BINTANG BHAYANGKARA NARARYA, BINTANG BHAYANGKARA PRATAMA (2017).

Served as a Member of the Audit Committee of PT Pertamina (Persero) based on the Board of Commissioners Decision Letter No. 017/KPTS/K/DK/2020 July 3, 2020. Wahyu, graduated with a Bachelor's Degree in Law from LEMHANAS RI in 2009 and completed his Master's Degree in Law from LEMHANAS RI in 2003. The positions he has held include Head of Sespim Polri (2016-2019), West Sumatra Regional Police Chief (2011-2013) and Special Inspector Itwasum Polri (2009-2011).

Throughout his career in the police, Wahyu has been assigned to various provinces such as Central Java, East Java, Riau, South Kalimantan and West Sumatra. Wahyu has also been assigned to various countries including Namibia in Africa on the UN Mission GARUDA IX (1989) and Croatia on the Garuda UN Mission XIV (1996-1997) and other countries such as the USA, Singapore, Malaysia, Hong Kong, China, and Japan. For his contribution Wahyu also received several Star and Medal awards including the Garuda IX/1990 PBB Medal (UNMEDAL "UNTAG" NAMIBIA) (1990), the XIV PBB GARUDA Medal (UN MEDAL "UNTAES" CROATIA) (1997), BINTANG BHAYANGKARA NARARYA, BINTANG BHAYANGKARA PRATAMA (2017).

*) mengundurkan diri terhitung mulai tanggal 25 Januari 2022 dengan pengukuhan pengunduran diri melalui Surat Keputusan Dewan Komisaris No. 002/KPTS/K/DK/2022 tanggal 31 Januari 2022

resigned as of January 25, 2022 with confirmation of resignation through the Board of Commissioners Decision Letter No. 002/KPTS/K/DK/2022 dated January 31, 2022.

BUDI IBRAHIM**

Anggota
Member

Menjabat sebagai Anggota Komite Audit PT Pertamina (Persero) berdasarkan Surat Keputusan Dewan Komisaris No. 002/KPTS/K/DK/2022 tanggal 31 Januari 2022. Lulus S1 Teknik Mesin di Universitas Indonesia pada tahun 1986 dan menyelesaikan S3 Dr. -Ing. Product Data Exchange – Computer Aided Design pada tahun 1994 di Technische Universität Berlin dengan predikat Magna Cum Laude. Jabatan yang pernah diembannya antara lain berbagai jabatan manajerial di beberapa perusahaan multi nasional/internasional (1998-2001) seperti Broken Hill Proprietary Information Technology (BPH-IT), Computer Science Corporation (CSC), DaimlerChrysler, lalu selanjutnya berkiprah di PT AAJ Integrasi sebagai Chief Technology Officer (2001-2004), Komisi Pemberantasan Korupsi (KPK) sebagai Direktur Pengolahan Informasi dan Data (2004-2010), Tenaga Ahli untuk Pimpinan KPK (2012-2013), SKK Migas sebagai VP Evaluation, Reporting Management, and Information Technology (2010-2012), VP Analysis, Evaluation and Reporting Management (2012-2013), Pimpinan SKK Migas sebagai Chief Audit Executive (2013-2015), Tenaga Ahli Kepala SKK Migas (2015-2018), Staf Khusus Menteri Energi dan Sumber Daya Mineral Bidang Teknologi Informasi (2015-2016), Pertamina sebagai Governance, Information Technology – Advisor (2018-2022).

Selain jabatan strategis di atas juga aktif di dunia Pendidikan di Universitas Indonesia sebagai Dosen (1986-2009) dan Komite Audit (2018-2019) dan Independent Researcher sebagai Principal Investigator – Research Grant Anti-Corruption Evidence (ACE)-SOAS University of London (2018-2020). Berpengalaman dalam rancang bangun dan implementasi Teknologi Informasi berbagai sistem informasi terintegrasi kelas enterprise dan strategis seperti Enterprise Resource Planning (ERP), Oil & Gas National Data Repository, teknologi pemantauan jarak jauh, Computer Aided Design (CAD), Computer Aided Engineering (CAE), Computer Aided Manufacturing (CAM), Computer Integrated Manufacturing (CIM), Expert System/Artificial Intelligence, Industri 4.0, termasuk aspek Keamanan Informasi. Dengan latar belakang yang kuat dalam internal audit, *governance*, dan teknologi informasi, juga aktif dalam memberikan ilmunya baik dalam bentuk seminar maupun *workshop*.

Serves as a Member of the Audit Committee of PT Pertamina (Persero) based on the Board of Commissioners Decision Letter No. 002/KPTS/K/DK/2022 dated January 31, 2022. Graduated with a Bachelor's Degree in Mechanical Engineering from the University of Indonesia in 1986 and completed Doctoral Dr. -Eng. Product Data Exchange – Computer Aided Design in 1994 from the Technische Universität Berlin with the title Magna Cum Laude. The positions he held include various managerial positions in several multinational/international companies (1998-2001) such as Broken Hill Proprietary Information Technology (BPH-IT), Computer Science Corporation (CSC), DaimlerChrysler, then later took part in PT AAJ Integrasi as Chief Technology Officer (2001-2004), Corruption Eradication Commission (KPK) as Director of Information and Data Processing (2004-2010), Expert for KPK Leaders (2012-2013), SKK Migas as VP Evaluation, Reporting Management, and Information Technology (2010-2012), VP Analysis, Evaluation and Reporting Management (2012-2013), Head of SKK Migas as Chief Audit Executive (2013-2015), Special Staff of the Energy and Resources Mineral Resources Minister in Information Technology (2015-2016), Pertamina as Governance, Information Technology – Advisor (2018-2022).

In addition to the strategic positions above, he is also active in the world of education at the University of Indonesia as a Lecturer (1986-2009) and Audit Committee (2018-2019) and Independent Researcher as Principal Investigator – Research Grant Anti-Corruption Evidence (ACE)-SOAS University of London (2018 -2020). Experienced in the design and implementation of Information Technology for various enterprise class and strategic integrated information systems such as Enterprise Resource Planning (ERP), Oil & Gas National Data Repository, remote monitoring technology, Computer Aided Design (CAD), Computer Aided Engineering (CAE), Computer Aided Manufacturing (CAM), Computer Integrated Manufacturing (CIM), Expert System/Artificial Intelligence, Industry 4.0, including aspects of Information Security. With a strong background in internal audit, governance, and information technology, he is also active in imparting his knowledge in the form of seminars and workshops.

***) menjabat terhitung mulai tanggal 01 Maret 2022 melalui Surat Keputusan Dewan Komisaris No. 002/KPTS/K/ DK/2022 tanggal 31 Januari 2022

has served since March 1, 2022 through the Board of Commissioners Decision Letter No. 002/KPTS/K/DK/2022 dated January 31, 2022

INDEPENDENSI KOMITE AUDIT

Anggota Komite harus bertindak secara independen, mandiri, dan profesional serta bebas dari benturan kepentingan dan pengaruh atau tekanan dari pihak manapun dalam melaksanakan tugas dan tanggung jawab yang dimilikinya. Seluruh anggota Komite Audit wajib menjunjung tinggi prinsip GCG.

TUGAS DAN TANGGUNG JAWAB

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas auditor eksternal dan internal;
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh auditor eksternal maupun internal;
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;
4. Memastikan telah terdapat prosedur penelaahan yang memuaskan terhadap informasi yang terkait dengan Laporan Keuangan Perseroan;
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Komisaris;
6. Melakukan penelaahan atas informasi mengenai Perseroan, serta Rencana Jangka Panjang, Rencana Kerja dan Anggaran Perseroan, laporan manajemen dan informasi lainnya;
7. Melakukan penelaahan atas ketaatan Perseroan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan;
8. Melakukan penelaahan dan menindaklanjuti pengaduan yang berkaitan dengan Perseroan;
9. Mengkaji kecukupan fungsi audit internal, termasuk jumlah dan kompetensi auditor, rencana kerja tahunan dan penugasan yang telah dilaksanakan;
10. Mengkaji kecukupan pelaksanaan audit eksternal termasuk di dalamnya perencanaan audit dan jumlah auditornya;
11. Melakukan penelaahan atas independensi dan objektivitas akuntan publik yang akan melakukan audit laporan keuangan Perseroan dan kegiatan audit lainnya;
12. Melakukan penelaahan atas kecukupan pemeriksaan yang dilakukan akuntan publik untuk memastikan semua risiko penting telah dipertimbangkan;
13. Melakukan penelaahan atas pengaduan masyarakat dan memonitor pelaksanaan WBS;
14. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris.

AUDIT COMMITTEE INDEPENDENCY

Committee members must act independently, self-reliant, and professionally as well as free from conflicts of interest and influence or pressure from any party in conducting their duties and responsibilities. All members of the Audit Committee must uphold GCG principles.

DUTIES AND RESPONSIBILITIES

1. Assisting the Board of Commissioners to ensure effectiveness in the internal control system and in the implementation of external and internal auditors' duties;
2. Assessing the activities and results of audit led by both external and internal auditors;
3. Providing recommendations on refining the management control system along with its implementation;
4. Ensuring a satisfactory review procedure on information related to the Company's Financial Statements;
5. Identifying any matters requiring the attention of Commissioners;
6. Reviewing information on the Company, as well as the Company's Long-Term Plan, Work Plan and Budget, management report, and other information;
7. Reviewing the Company's compliance with laws and regulations related to the Company's activities;
8. Reviewing and following-up any complaint related to the Company;
9. Examining the adequacy of internal audit function, including the number and competency of auditors, annual work plan, and assignments conducted;
10. Examining the adequacy of external audit function, including the audit planning and number of auditors;
11. Reviewing the independency and objectivity of public accountants which will audit the Company's financial statements, and other audit activities;
12. Reviewing the audit adequacy led by the public accountant to ensure all important risks have been considered;
13. Reviewing complaints filed by the public, and monitoring the implementation of WBS;
14. Performing other duties given by the Board of Commissioners.

RAPAT KOMITE AUDIT

Sesuai dengan ketentuan Piagam Komite Audit, Komite Audit wajib melakukan rapat sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan. Namun Komite Audit juga dapat melakukan rapat sesuai dengan kebutuhan atas permintaan dari Dewan Komisaris atau anggota Komite Audit.

Sepanjang tahun 2022, Komite Audit PERTAMINA telah melaksanakan rapat sebanyak 33 (tiga puluh tiga) kali dengan tingkat kehadiran anggota sebagai berikut:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Ahmad Fikri Assegaf	33	33	100%
Alexander Lay	23	20	86,95%
Eddy Fritz Sinaga	33	33	100%
Widiyarto Suwanto Sumitro	33	30	90,90%
Wahyu Indra Pramugari*	2	2	100%
Budi Ibrahim**	25	25	100%

*) mengundurkan diri terhitung mulai tanggal 25 Januari 2022 dengan pengukuhan pengunduran diri melalui Surat Keputusan Dewan Komisaris No. 002/KPTS/K/ DK/2022 tanggal 31 Januari 2022
resigned as of January 25, 2022 with confirmation of resignation through the Board of Commissioners Decision Letter No. 002/KPTS/K/DK/2022 dated January 31, 2022

**) menjabat terhitung mulai tanggal 01 Maret 2022 melalui Surat Keputusan Dewan Komisaris No. 002/KPTS/K/ DK/2022 tanggal 31 Januari 2022
has served since March 1, 2022 through the Board of Commissioners Decision Letter No. 002/KPTS/K/DK/2022 dated January 31, 2022

AUDIT COMMITTEE MEETINGS

In accordance with the provisions of the Audit Committee Charter, the Audit Committee is required to conduct a meeting at least once a month. However, the Audit Committee can also hold meetings as needed at the request of the Board of Commissioners or members of the Audit Committee.

Throughout 2022, the PERTAMINA Audit Committee has held 33 (thirty-three) meetings with the following attendance levels:

LAPORAN PELAKSANAAN TUGAS KOMITE AUDIT TAHUN 2022

Sepanjang tahun 2022, Komite Audit PERTAMINA telah menjalankan tugas dan tanggung jawabnya sesuai dengan Piagam komite Audit dan program kerja yang telah ditetapkan di awal tahun.

Berikut uraian singkat pelaksanaan kegiatan Komite Audit tahun 2022:

- Melakukan pengawasan, pemantauan, dan pembahasan, serta diskusi rutin dengan Manajemen setiap bulan atas pelaporan kinerja keuangan dan pelaporan *Monitoring* Sasaran dan Rencana Kerja dan Anggaran Perusahaan (MSRKAP);
- Melakukan pengawasan, pemantauan, dan pembahasan, serta diskusi rutin dengan manajemen per triwulan atas kinerja internal audit tahun 2022, kinerja aspek *Health, Safety, Security & Environment* (HSSE) tahun 2022, dan kinerja Tanggung Jawab Sosial dan Lingkungan (TJSL) tahun 2022;

AUDIT COMMITTEE DUTIES IMPLEMENTATION REPORT FOR 2022

Throughout 2022, PERTAMINA Audit Committee has conducted its duties and responsibilities in accordance with the Audit Committee Charter and the work program set at the beginning of the year.

The following is a brief description of the implementation of the Audit Committee activities in 2022:

- Supervised, monitored, and discussed, as well as regular discussions with Management every month on financial performance reporting and reporting on Monitoring of Targets and Work Plans and Corporate Budgets (MSRKAP);
- Conducted quarterly supervision, monitoring and discussion, as well as regular discussions with management on internal audit performance in 2022, Health, Safety, Security & Environment (HSSE) aspect performance in 2022, and Social and Environmental Responsibility (TJSL) performance in 2022;

- Melakukan identifikasi hal-hal yang memerlukan perhatian Komisaris dan tugas-tugas lain Dewan Komisaris di bawah pengawasan Komite Audit selama tahun 2022 di antaranya: kajian-kajian proyek strategis nasional, *asset integrity*, digitalisasi termasuk keamanan informasi.
- Melakukan *monitoring* pelaksanaan audit oleh Kantor Akuntan Publik (KAP) untuk tahun buku 2021, menyiapkan rekomendasi KAP yang akan melakukan audit atas laporan keuangan tahun buku 2022 kepada RUPS, dan melakukan reviu kecukupan program kerja dan perencanaan audit untuk pelaksanaan audit oleh KAP untuk tahun buku 2022.

- Identified matters that require the attention of the Commissioners and other duties of the Board of Commissioners under the supervision of the Audit Committee throughout 2022 including: studies on national strategic projects, asset integrity, digitalization including information security.
- Monitored the implementation of the audit by the Public Accounting Firm (KAP) for the 2021 fiscal year, prepared KAP recommendations that would conduct an audit of the 2022 financial statements to the GMS, and reviewed the adequacy of the work program and audit planning for the audit by the KAP for the 2022 fiscal year.

PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Untuk menunjang Komite Audit dalam melaksanakan tugas dan tanggung jawabnya, PERTAMINA juga menyertakan anggota Komite Audit pada program-program peningkatan kapabilitas.

Sepanjang tahun 2022, anggota Komite Audit PERTAMINA telah mengikuti program pelatihan dan pengembangan kompetensi sebagai berikut:

AUDIT COMMITTEE COMPETENCY DEVELOPMENT

To support the Audit Committee in conducting its duties and responsibilities, PERTAMINA also includes members of the Audit Committee in capability improvement programs.

Throughout 2022, members of the PERTAMINA Audit Committee have participated in the following competency training and development programs:

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop</i> / Konferensi/Seminar Name of Training/ <i>Workshop</i> / Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Eddy Fritz Sinaga	Anggota Komite Audit Audit Committee Member	<i>Leveraging The Roles of Audit Committee</i>	IKAI (Ikatan Komite Audit Indonesia) (Indonesian Institute of Audit Committee)	26-27 Januari 2022, <i>Online via Zoom</i> January 26-27, 2022, Online via Zoom
Wahyu Indra Pramugari	Anggota Komite Audit Audit Committee Member	<i>Leveraging The Roles of Audit Committee</i>	IKAI (Ikatan Komite Audit Indonesia) (Indonesian Institute of Audit Committee)	26-27 Januari 2022, <i>Online via Zoom</i> January 26-27, 2022, Online via Zoom
Widiyarto Suwanto Sumitro	Anggota Komite Audit Audit Committee Member	<i>Leveraging The Roles of Audit Committee</i>	IKAI (Ikatan Komite Audit Indonesia) (Indonesian Institute of Audit Committee)	26-27 Januari 2022, <i>Online via Zoom</i> January 26-27, 2022, Online via Zoom

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop</i> / Konferensi/Seminar Name of Training/Workshop/ Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Budi Ibrahim	Anggota Komite Audit Audit Committee Member	<ol style="list-style-type: none"> 1. Boston Consulting Group: <i>Risk, Uncertainty, Forecastability of Oil Price and How to Make Decisions Over the Situation (Context: Russia and Ukraine Conflict)</i>; 2. Pengaruh Konflik Ukraina & Rusia terhadap Bisnis Pertamina; 3. <i>Russia's Invasion of Ukraine and its impact to the Energy Markets</i>; 4. <i>FG Energy Oil and Gas Market Snapshots due to Current Geopolitics Situation</i>; 5. <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i>; dan 6. <i>Indonesia Power Sector: Approach to Support Renewable Energy Advancement</i>. 	Sekretariat Dewan Komisaris Secretariat of the Board of Commissioners	<ol style="list-style-type: none"> 1. 9 Maret 2022 <i>Online via Ms Teams</i>; 2. 7 April 2022 <i>Online via Ms Teams</i>; 3. 21 April 2022 <i>Online via Ms Teams</i>; 4. 21 April 2022 <i>Online via Ms Teams</i>; 5. 16 Juni 2022 <i>Online via Ms Teams</i>; dan 6. 29 Juli 2022 <i>Online via Ms Teams</i>.
		<ol style="list-style-type: none"> 1. Boston Consulting Group: <i>Risk, Uncertainty, Forecastability of Oil Prices and How to Make Decisions Over the Situation (Context: Russia and Ukraine Conflict)</i>; 2. The Effect of the Ukraine & Russia Conflict on Pertamina's Business; 3. Russia's Invasion of Ukraine and its impact on the Energy Markets; 4. <i>FG Energy Oil and Gas Market Snapshots due to Current Geopolitics Situation</i>; 5. <i>Fraud and Integrity of Financial Statements (Forensic Accounting)</i>; and 6. <i>Indonesia Power Sector: Approach to Support Renewable Energy Advancement</i>. 		<ol style="list-style-type: none"> 1. March 9, 2022 <i>Online via Ms Teams</i>; 2. April 7, 2022 <i>Online via Ms Teams</i>; 3. April 21, 2022 <i>Online via Ms Teams</i>; 4. April 21, 2022 <i>Online via Ms Teams</i>; 5. June 16, 2022 <i>Online via Ms Teams</i>; and 6. July 29, 2022 <i>Online via Ms Teams</i>.

Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi dibentuk untuk membantu Dewan Komisaris dalam melaksanakan fungsi dan tugas Dewan Komisaris terkait remunerasi dan nominasi bagi anggota Direksi, anggota Dewan Komisaris dan pegawai secara keseluruhan.

PIAGAM KOMITE NOMINASI DAN REMUNERASI

PERTAMINA telah menyusun Piagam Komite Nominasi dan Remunerasi yang menjadi acuan bagi anggota Komite Nominasi dan Remunerasi dalam menjalankan tugas dan tanggung jawab untuk mendukung kegiatan Dewan Komisaris. Piagam telah ditandatangani dan disetujui oleh seluruh anggota Dewan Komisaris pada tanggal 06 Mei 2020 dan dapat disesuaikan dengan perkembangan/perubahan peraturan perundang-undangan yang berlaku di kemudian hari.

KEANGGOTAAN KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi paling sedikit beranggotakan 1 (satu) orang dan diketuai oleh Komisaris Utama/Komisaris Independen. Masa jabatan anggota Komite Nominasi dan Remunerasi yang merupakan anggota Dewan Komisaris PERTAMINA melekat pada jabatan Dewan Komisaris. Sedangkan masa jabatan anggota Komite Nominasi dan Remunerasi yang bukan merupakan anggota Dewan Komisaris adalah mengacu pada ketentuan perundang-undangan yang berlaku.

Tahun 2022, anggota Komite Nominasi dan Remunerasi PERTAMINA berjumlah 5 (lima) orang dengan komposisi sebagai berikut:

Nomination and Remuneration Committee was formed to assist the Board of Commissioners in conducting its functions and duties related to remuneration and nomination for members of the Board of Directors, members of the Board of Commissioners and employees as a whole.

NOMINATION AND REMUNERATION COMMITTEE CHARTER

PERTAMINA has prepared a Nomination and Remuneration Committee Charter which is a reference for members of the Nomination and Remuneration Committee in conducting their duties and responsibilities to support the activities of the Board of Commissioners. The charter was signed and approved by all members of the Board of Commissioners on May 6, 2020 and can be adjusted according to developments/changes in applicable laws and regulations in the future.

NOMINATION AND REMUNERATION COMMITTEE MEMBERSHIP

Nomination and Remuneration Committee has at least 1 (one) member and is chaired by the President Commissioner/Independent Commissioner. The term of office of members of the Nomination and Remuneration Committee who are members of the PERTAMINA Board of Commissioners is attached to the position of the Board of Commissioners. Meanwhile, the term of office for members of the Nomination and Remuneration Committee who are not members of the Board of Commissioners refers to the provisions of the applicable laws and regulations.

In 2022, total members of the PERTAMINA Nomination and Remuneration Committee were 5 (five) members with the following composition:

Nama Name	Jabatan Position	Dasar Pengangkatan Legal Basis of Appointment	Keterangan Remarks
Basuki Tjahaja Purnama	Ketua merangkap Anggota Chairman, and concurrently as a Member	Surat Keputusan Dewan Komisaris No. 008/KPTS/K/DK/2022 tanggal 8 Desember 2022. Board of Commissioners Decision Letter No. 008/KPTS/K/DK/2022 dated December 8, 2022.	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner
Heru Pambudi	Wakil Ketua merangkap Anggota Vice Chairman, and concurrently as a Member	Surat Keputusan Dewan Komisaris No. 008/KPTS/K/DK/2022 tanggal 8 Desember 2022. Board of Commissioners Decision Letter No. 008/KPTS/K/DK/2022 dated December 8, 2022.	Komisaris Commissioner
Ego Syahrial*	Wakil Ketua II merangkap Anggota Vice Chairman II concurrently as a Member	Surat Keputusan Dewan Komisaris No. 007/KPTS/K/DK/2021 tanggal 7 Juli 2021. Board of Commissioners Decision Letter No. 007/KPTS/K/DK/2021 dated July 7, 2021.	Komisaris Independen Independent Commissioner
Nina Insania K Permana	Anggota Member	Surat Keputusan Dewan Komisaris No. 002/KPTS/K/DK/2019 tanggal 14 Maret 2019 dan diperpanjang sesuai Surat Keputusan Dewan Komisaris No. 003/KPTS/K/DK/2022 tanggal 2 Februari 2022. Board of Commissioners Decision Letter No. 002/KPTS/K/DK/2019 dated March 14, 2019 and extended according to the Board of Commissioners Decision Letter No. 003/KPTS/K/DK/2022 dated February 2, 2022.	Pihak Independen Independent Party
Sobri Effendy	Anggota Member	Surat Keputusan Dewan Komisaris No. 010/KPTS/K/DK/2020 tanggal 31 Maret 2020. Board of Commissioners Decision Letter No. 010/KPTS/K/DK/2020 dated March 31, 2020.	Pihak Independen Independent Party

*) berhenti menjabat terhitung mulai tanggal 19 September 2022
no longer served as of September 19, 2022

Adapun profil dari masing-masing anggota Dewan Komisaris adalah sebagai berikut:

Profiles of the Board of Commissioners' members respectively are as follows:

BASUKI TJAHAJA PURNAMA

Ketua merangkap Anggota

Chairman concurrently as a Member

Profil Basuki Tjahaja Purnama dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Basuki Tjahaja Purnama's profile can be seen in the Profile of the Board of Commissioners section of this Annual Report.

HERU PAMBUDI

Wakil Ketua merangkap Anggota

Vice Chairman concurrently as a Member

Profil Heru Pambudi dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Heru Pambudi's profile can be seen in the Profile of the Board of Commissioners section of this Annual Report.

EGO SYAHRIAL

Wakil Ketua merangkap Anggota

Vice Chairman concurrently as a Member

Profil Ego Syahrial dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Ego Syahrial's profile can be seen in the Profile of the Board of Commissioners section of this Annual Report.

NINA INSANIA K PERMANA

Anggota
Member

Menjabat sebagai Anggota Komite Nominasi & Remunerasi PT Pertamina (Persero) berdasarkan Surat Keputusan Dewan Komisaris No. 003/KPTS/K/DK/2022 tanggal 2 Februari 2022. Nina, lulus S1 Psikologi di Universitas Padjadjaran pada tahun 1987, *S2 Magister of Management* di PPM Graduate School of Management pada tahun 1997, dan menyelesaikan pendidikan *S3 Doctorate in Business Administration* di Universitas Padjadjaran pada tahun 2009. Jabatan yang pernah diembannya, antara lain: Director of Assessment Center di Korn Ferry L Hay Group (2017-2020), Vice-Chairman of the Management Board - IICD (Indonesian Institute for Corporate Directorship) (2012 - sekarang), Direktur PPM Manajemen (2009-2012) dan Independent Management Consultant (2020 - sekarang).

Sebagai konsultan, Nina telah membantu klien dalam desain dan implementasi Strategi Manajemen Sumber Daya Manusia, Transformasi Budaya Perusahaan, Sistem Manajemen Kinerja, Manajemen Talenta, Membangun Corporate University dan Assessment Center. Sejak 1989, Nina aktif sebagai *trainer* dan pembicara di berbagai seminar tentang bidang Manajemen, Strategi HCM, Manajemen SDM, Penilaian Kompetensi dan kepemimpinan di lebih dari 90 perusahaan dan organisasi di berbagai bidang industri.

Serves as a Member of the Nomination & Remuneration Committee of PT Pertamina (Persero) based on the Board of Commissioners Decision Letter No. 003/KPTS/K/DK/2022 dated February 2, 2022. Nina, graduated with a Bachelor's Degree in Psychology from Padjadjaran University in 1987, a Master's Degree in Management from the PPM Graduate School of Management in 1997, and completed her Doctorate in Business Administration from Padjadjaran University in 2009. Her previous positions include: Director of Assessment Center at Korn Ferry L Hay Group (2017-2020), Vice-Chairman of the Management Board - IICD (Indonesian Institute for Corporate Directorship) (2012 - present), Director of PPM Management (2009-2012) and Independent Management Consultant (2020 - present).

As a consultant, Nina has assisted clients in the design and implementation of Human Resource Management Strategies, Corporate Culture Transformation, Performance Management Systems, Talent Management, Building Corporate Universities and Assessment Centre. Since 1989, Nina has been active as a trainer and speaker at various seminars on Management, HCM Strategy, HR Management, Competency Assessment and leadership in more than 90 companies and organizations in various industrial fields.

SOBRI EFFENDY

Anggota
Member

Menjabat sebagai Anggota Komite Nominasi & Remunerasi PT Pertamina (Persero) berdasarkan Surat Keputusan Dewan Komisaris No. 010/KPTS/K/DK/2020 tanggal 31 Maret 2020. Sobri, lulus Akademi Kepolisian Semarang pada tahun 1984, Perguruan Tinggi Ilmu Kepolisian (PTIK) pada tahun 1988, dan menyelesaikan pendidikan di Sekolah Staf dan Kepemimpinan (Sespim) Polri pada tahun 2007. Jabatan yang pernah diembannya antara lain: Kepala Sespim Sespim Polri (2012), Kapolda Maluku Utara (2013-2015), Kepala Biro Perencanaan dan Administrasi Bareskrim Polri (2015-2016), dan Deputy Pemberdayaan Masyarakat Badan Narkotika Nasional (BNN) (2016-2017).

Selama berkarier di kepolisian, Sobri telah ditugaskan di berbagai daerah antara lain Riau, Jawa Barat, Jawa Timur, Bengkulu, Sulawesi Selatan dan Maluku Utara. Selain itu, Sobri juga pernah ditugaskan dalam studi banding di berbagai negara dan konferensi Interpol di Lyon, Prancis (2011) dan Virginia, Amerika Serikat (2012). Menjabat sebagai Inspektur Jenderal Polisi sejak 2017, atas prestasi dan kontribusinya Sobri telah mendapatkan berbagai tanda jasa di antaranya Satyalancana Dwidya Sistha, Satyalancana Karya Bhakti dan Satyalancana Nararya.

Serves as a Member of the Nomination & Remuneration Committee of PT Pertamina (Persero) based on the Board of Commissioners Decision Letter No. 010/KPTS/K/DK/2020 March 31, 2020. Sobri, graduated from the Semarang Police Academy in 1984, the College of Police Science (PTIK) in 1988, and completed his education at the Polri Staff and Leadership School (Sespim) in 2007. The positions he has held include: Head of Sespim Sespim Polri (2012), North Maluku Regional Police Chief (2013-2015), Head of Planning and Administration Bureau of Bareskrim Polri (2015-2016), and Deputy for Community Empowerment at the National Narcotics Agency (BNN) (2016 -2017).

Throughout his career in the police, Sobri has been assigned to various areas including Riau, West Java, East Java, Bengkulu, South Sulawesi and North Maluku. In addition, Sobri has also been assigned to comparative studies in various countries and Interpol conferences in Lyon, France (2011) and Virginia, United States (2012). Served as Inspector General of Police since 2017, for his achievements and contributions Sobri has received various honors including Satyalancana Dwidya Sistha, Satyalancana Karya Bhakti and Satyalancana Nararya.

INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Seluruh anggota Komite Nominasi dan Remunerasi berkomitmen menjunjung tinggi prinsip praktik tata kelola perusahaan yang baik, dengan bersikap objektif, profesional, dan independen. Komite Nominasi dan Remunerasi tidak boleh mengambil keputusan di bawah tekanan dan intervensi dari pihak mana pun, serta berkomitmen menghindari benturan kepentingan. Seluruh anggota Komite Nominasi dan Remunerasi tidak memiliki hubungan afiliasi baik secara kekeluargaan dan hubungan bisnis dengan anggota Dewan Komisaris dan Anggota Direksi.

TUGAS DAN TANGGUNG JAWAB

1. Melakukan evaluasi atas perencanaan kegiatan nominasi dan remunerasi Perseroan serta kegiatan lainnya sesuai dengan Berita Acara Kesepakatan Dewan Komisaris mengenai pembagian tugas di antara Komite-Komite di lingkungan Dewan Komisaris;
2. Melakukan pemantauan pelaksanaan kegiatan nominasi dan remunerasi Perseroan serta kegiatan lainnya sesuai dengan Berita Acara Kesepakatan Dewan Komisaris mengenai Pembagian Tugas di antara Komite-Komite di lingkungan Dewan Komisaris;
3. Melakukan kajian atas efektivitas pelaksanaan kebijakan nominasi dan remunerasi;
4. Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terkait kegiatan nominasi dan remunerasi Perseroan;
5. Memberikan masukan dan rekomendasi atas laporan Direksi mengenai kegiatan nominasi dan remunerasi;
6. Memberikan telaahan dan saran strategis serta melakukan pemantauan tentang implementasi GCG di Perseroan, antara lain atas pelaksanaan penilaian GCG secara berkala oleh *assessor* independen, pelaksanaan *whistleblowing* dan hal-hal terkait kepatuhan Perusahaan terhadap ketentuan peraturan perundang-undangan yang berlaku;
7. Membuat Rencana Kerja Tahunan Komite Nominasi dan Remunerasi;
8. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris yang terkait dengan kegiatan nominasi dan remunerasi maupun tugas khusus lainnya;
9. Melaporkan hasil-hasil kerja Komite Nominasi dan Remunerasi kepada Dewan Komisaris; dan
10. Komite Nominasi dan Remunerasi juga melaksanakan tugas dan tanggung jawab lainnya dari Dewan Komisaris serta membantu Komite-Komite lainnya.

INDEPENDENCY OF NOMINATION AND REMUNERATION COMMITTEE

All members of the Nomination and Remuneration Committee are committed to upholding the principles of good corporate governance practices, by being objective, professional and independent. The Nomination and Remuneration Committee may not make decisions under pressure and intervention from any party, and is committed to avoid conflicts of interest. All members of the Nomination and Remuneration Committee have no affiliation both in family and business relations with members of the Board of Commissioners and members of the Board of Directors.

DUTIES AND RESPONSIBILITIES

1. Evaluating the Company's nomination and remuneration activities planning as well as other activities in accordance with Minutes of Meeting of the Board of Commissioners on the job distribution among the Committees of the Board of Commissioners;
2. Monitoring the Company's nomination and remuneration activities as well as other activities in accordance with Minutes of Meeting of the Board of Commissioners on the job distribution among the Committees of the Board of Commissioners;
3. Reviewing the effectiveness of nomination and remuneration policy implementation;
4. Providing references and information for the Board of Commissioners needs relating to the Company's nomination and remuneration activities;
5. Providing input and recommendation on the Board of Directors' report on the nomination and remuneration activities;
6. Providing analysis and strategic advice as well as monitoring the GCG in the Company, such as periodical GCG assessment by an independent assessor, whistleblowing implementation, and other matters related to the Company's compliance on applicable laws and regulations;
7. Developing the Annual Work Plan of Nomination and Remuneration Committee;
8. Running other duties delegated by the Board of Commissioners concerning activities of nomination and remuneration, and other special duties;
9. Reporting the work results of Nomination and Remuneration Committee to the Board of Commissioners; and
10. The Nomination and Remuneration Committee also conducts other duties and responsibilities from the Board of Commissioners as well as assisting other Committees.

RAPAT KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi wajib melakukan rapat sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan. Namun, Komite Nominasi dan Remunerasi dapat melakukan rapat atas permintaan Dewan Komisaris atau satu atau lebih anggota jika dirasa perlu.

Sepanjang tahun 2022, Komite Nominasi dan Remunerasi telah melakukan rapat sebanyak 27 (dua puluh tujuh) kali dengan tingkat kehadiran anggota sebagai berikut:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Basuki Tjahaja Purnama	27	26	96,29%
Heru Pambudi	27	24	88,88%
Ego Syahril*	21	15	71,42%
Nina Insania K Permana	27	25	92,59%
Sobri Effendy	27	25	92,59%

*) berhenti menjabat terhitung mulai tanggal 19 September 2022
no longer served as of September 19, 2022

LAPORAN PELAKSANAAN TUGAS KOMITE NOMINASI DAN REMUNERASI TAHUN 2022

Sepanjang tahun 2022, Komite Nominasi dan Remunerasi PERTAMINA telah menjalankan tugas dan tanggung jawabnya sesuai dengan program kerja yang telah ditetapkan di awal tahun.

Berikut uraian singkat pelaksanaan kegiatan Komite Nominasi dan Remunerasi tahun 2022:

Talent Development

- Melakukan evaluasi atas usulan Nominasi (*Fit and Proper Test*) Direksi dan/atau Komisaris Subholding dan Anak Perusahaan, serta Pejabat *Chief Audit Executive* dan *Corporate Secretary* di Holding.
- Melakukan *monitoring* dan evaluasi kebijakan dan program pengembangan SDM (struktural dan fungsional); TKO Pembinaan Pekerja *professional expert* dan spesialis, *improvement program Internal Job Posting* (IJP), *SLA Critical Position* dan Program Pembelajaran Pertamina Corporate University dan Revitalisasi PCU.

Compensation & Benefit

- Menyiapkan usulan penyesuaian sistem remunerasi Direksi dan Komisaris untuk bahan bahasan dalam Rapat Umum Pemegang Saham (RUPS).

NOMINATION AND REMUNERATION COMMITTEE MEETINGS

The Nomination and Remuneration Committee must hold a meeting at least once a month. However, the Nomination and Remuneration Committee may hold meetings at the request of the Board of Commissioners or one or more members if deemed necessary.

Throughout 2022, the Nomination and Remuneration Committee has held 27 (twenty-seven) meetings with the attendance level of members as follows:

NOMINATION AND REMUNERATION COMMITTEE DUTIES REPORT FOR 2022

Throughout 2022, the PERTAMINA Nomination and Remuneration Committee has conducted its duties and responsibilities in accordance with the work program set at the beginning of the year.

The following is a brief description of the implementation of the Nomination and Remuneration Committee activities in 2022:

Talent Development

- Evaluated the proposals for Nomination (*Fit and Proper Test*) for Directors and/or Commissioners of Subholdings and Subsidiaries, as well as Chief Audit Executive and Corporate Secretary Officers at Holding.
- Monitored and evaluated HR development policies and programs (structural and functional); TKO Development of professional experts and specialists, improvement of the Internal Job Posting (IJP) program, SLA Critical Position and Pertamina Corporate University Learning Program and PCU Revitalization.

Compensation & Benefits

- Prepared proposals for adjusting the remuneration system for the Directors and Commissioners for discussion at the General Meeting of Shareholders (GMS).

- Melakukan evaluasi terhadap kebijakan *compensation & benefit* Perseroan, evaluasi perubahan *variable pay* (Direksi maupun Perwira) di *Holding* maupun *Subholding* untuk mendukung *performance-based organization*.

Culture & Change Management

- *Monitoring* dan evaluasi terhadap *corporate culture* dan implementasi budaya AKHLAK seperti PRAKTIS (Pertamina Kerja Taktis), *Project-based Organization*, *Change Management* pasca alih kelola.

HC Information System

- Melakukan evaluasi dan *monitoring* terhadap program HC System, Shared Services Center, dan HC Services.
- *Monitoring* Program Digital Transformasi Pertamina bidang SDM: I-AM *Talent enhancement*.
- *Monitoring* operasional & pelayanan *excellence* Perusahaan, antara lain: Integrated Enterprise Data & Command Center (IEDCC) dan *Call Center* 135.

Organization Development

- Melakukan evaluasi dan penelaahan atas usulan perubahan organisasi 1 (satu) level di bawah Direktur (BoD-1).
- Melakukan *monitoring* dan evaluasi efektivitas desain organisasi Korporat, proses bisnis perusahaan, dan *quality management & standardization*, implementasi *Project-based Organization*, pengembangan e-STK, dan program inovasi yang fokus pada penghematan devisa.

Performance Management System

- Melakukan evaluasi *Key Performance Indicator* (KPI) Korporasi dan individual Direksi, serta Kontrak Manajemen untuk mendapat persetujuan Kementerian BUMN.
- *Monitoring* dan evaluasi terhadap implementasi *Performance Management System* (PMS) yang mendukung *performance-based organization*.

Corporate Compliance

- Melakukan pemantauan dan evaluasi penerapan GCG serta pemutakhiran *soft-structures* (*Board Manual*, CoC & CoCG), dan melakukan tindak lanjut hasil *assessment* GCG.
- *Monitoring* dan evaluasi akuntabilitas SDM terkait pengamanan Objek Vital Nasional (OBVITNAS).

- Evaluated the Company's compensation & benefit policies, evaluated changes in variable pay (Directors and Officers) in Holding and Subholding to support performance-based organizations.

Culture & Change Management

- Monitored and evaluated the corporate culture and the implementation of AKHLAK culture such as PRAKTIS (Pertamina Working Tactics), Project-based Organization, Change Management after management transfer.

HC Information System

- Evaluated and monitored the HC System, Shared Services Center, and HC Services programs.
- Monitored Pertamina's Digital Transformation Program in HR: I-AM Talent enhancement.
- Monitored the Company's operational & service excellence, including: Integrated Enterprise Data & Command Center (IEDCC) and Call Center 135.

Organization Development

- Conducted evaluation and review of proposed organizational changes at 1 (one) level below the Director (BoD-1).
- Monitored and evaluated the effectiveness of corporate organizational designs, company business processes, and quality management & standardization, implementation of Project-based Organizations, development of e-STK, and innovation programs that focused on saving foreign exchange.

Performance Management System

- Evaluated Corporate and individual Directors' Key Performance Indicators (KPI), as well as Management Contracts to obtain approval from the SOE Ministry.
- Monitored and evaluated the implementation of a Performance Management System (PMS) that supports the performance-based organizations.

Corporate Compliance

- Monitored and evaluated the implementation of GCG as well as updated the soft-structures (*Board Manual*, CoC & CoCG), and followed up on the results of the GCG assessment.
- Monitored and evaluated the HR accountability related to securing National Vital Objects (OBVITNAS).

PENGEMBANGAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

Untuk menunjang Komite Nominasi dan Remunerasi dalam melaksanakan tugas dan tanggung jawabnya, PERTAMINA juga menyertakan anggota Komite Nominasi dan Remunerasi pada program-program peningkatan kapabilitas.

Sepanjang tahun 2022, anggota Komite Nominasi dan Remunerasi PERTAMINA telah mengikuti program pelatihan dan pengembangan kompetensi sebagai berikut:

NOMINATION AND REMUNERATION COMMITTEE COMPETENCY DEVELOPMENT

To support the Nomination and Remuneration Committee in conducting its duties and responsibilities, PERTAMINA also includes members of the Nomination and Remuneration Committee in capability improvement programs.

Throughout 2022, members of the PERTAMINA Nomination and Remuneration Committee have participated in the following competency development and training programs:

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop</i> / Konferensi/Seminar Name of Training/Workshop/ Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Nina Insania K.	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	<ol style="list-style-type: none"> 1. Boston Consulting Group: <i>Risk, Uncertainty, Forecastability of Oil Price and How to Make Decisions Over the Situation (Context: Russia and Ukraine Conflict)</i>; 2. <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i>; Fraud and Integrity of Financial Statements (Forensic Accounting); 3. <i>Sharing Session terkait Carbon Capture, Utilisation, Storage, and Carbon Credit</i>; Sharing Session related to Carbon Capture, Utilization, Storage, and Carbon Credit; 4. Indonesia Power Sector: <i>Approach to Support Renewable Energy Advancement</i>; 5. <i>Start Working With Objective Key Results (OKR) at Telkom Indonesia</i>. 	Sekretariat Dewan Komisaris	<ol style="list-style-type: none"> 1. 9 Maret 2022 <i>Online via Ms Teams</i>; 2. 16 Juni 2022 <i>Online via Ms Teams</i>; 3. 1 September 2022 <i>Online via Ms Teams</i>; 4. 29 Juli 2022 <i>Online via Ms Teams</i>; dan 5. 23 Maret 2022 <i>Online via Zoom</i>.
Sobri Effendy	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	<ol style="list-style-type: none"> 1. <i>Building Acquisition Management Capability To Improve Strategic Integration And Acquisition Performance</i>; 2. Pengaruh Konflik Ukraina & Rusia terhadap Bisnis Pertamina; The impact of the Ukraine and Russia Conflict on Pertamina's Business; 3. <i>Russia's Invasion of Ukraine and its impact to the Energy Markets</i>; 4. <i>FG Energy Oil and Gas Market Snapshots due to Current Geopolitics Situation</i>; 5. <i>Sharing Session terkait Carbon Capture, Utilisation, Storage, and Carbon Credit</i>; Sharing Session related to Carbon Capture, Utilization, Storage, and Carbon Credit; 6. Indonesia Power Sector: <i>Approach to Support Renewable Energy Advancement</i>. 	Sekretariat Dewan Komisaris Secretariat of the Board of Commissioners	<ol style="list-style-type: none"> 1. 11 Januari 2022 <i>Online via Ms Teams</i>; 2. 7 April 2022 <i>Online via Ms Teams</i>; 3. 21 April 2022 <i>Online via Ms Teams</i>; 4. 21 April 2022 <i>Online via Ms Teams</i>; 5. 1 September 2022 <i>Online via Ms Teams</i>; dan 6. 29 Juli 2022 <i>via Ms Teams</i>.

Komite Pemantau Investasi dan Manajemen Risiko

Investment and Risk Management Oversight Committee

Komite Pemantau Investasi dan Manajemen Risiko dibentuk untuk membantu Dewan Komisaris dalam melakukan pengawasan terhadap proyek investasi yang dijalankan oleh PERTAMINA dan untuk melakukan pengawasan terhadap penerapan manajemen risiko di lingkungan PERTAMINA.

PIAGAM KOMITE PEMANTAU INVESTASI DAN MANAJEMEN RISIKO

PERTAMINA telah menyusun Piagam Komite Pemantau Investasi dan Manajemen Risiko yang menjadi acuan bagi anggota Komite Pemantau Investasi dan Manajemen Risiko dalam menjalankan tugas dan tanggung jawab untuk mendukung kegiatan Dewan Komisaris. Piagam telah ditandatangani dan disetujui oleh seluruh anggota Dewan Komisaris pada tanggal 19 Juli 2021 dan dapat disesuaikan dengan perkembangan/perubahan peraturan perundang-undangan yang berlaku di kemudian hari.

KEANGGOTAAN KOMITE PEMANTAU INVESTASI DAN MANAJEMEN RISIKO

Komite Pemantau Investasi dan Manajemen Risiko paling sedikit beranggotakan 1 (satu) orang dan diketuai oleh Komisaris PERTAMINA. Masa jabatan anggota Komite Pemantau Investasi dan Manajemen Risiko yang merupakan anggota Dewan Komisaris PERTAMINA melekat pada jabatan Dewan Komisaris. Sedangkan masa jabatan anggota Pemantau Investasi dan Manajemen Risiko yang bukan merupakan anggota Dewan Komisaris adalah mengacu pada ketentuan perundang-undangan yang berlaku.

Tahun 2022, anggota Komite Pemantau Investasi dan Manajemen Risiko PERTAMINA berjumlah 7 (tujuh) orang dengan komposisi sebagai berikut:

The Investment and Risk Management Oversight Committee was formed to assist the Board of Commissioners in supervising investment projects conducted by PERTAMINA and to supervise the implementation of risk management within PERTAMINA.

INVESTMENT AND RISK MANAGEMENT OVERSIGHT COMMITTEE CHARTER

PERTAMINA has prepared an Investment and Risk Management Oversight Committee Charter which is a reference for members of the said committee in conducting their duties and responsibilities to support the activities of the Board of Commissioners. The charter was signed and approved by all members of the Board of Commissioners on July 19, 2021 and can be adjusted according to developments/changes in applicable laws and regulations in the future.

INVESTMENT AND RISK MANAGEMENT OVERSIGHT COMMITTEE MEMBERSHIP

The Investment and Risk Management Oversight Committee has at least 1 (one) member and is chaired by the Commissioner of PERTAMINA. The term of office of the Investment and Risk Management Oversight Committee's members who are members of the PERTAMINA Board of Commissioners is attached to the position of the Board of Commissioners. Meanwhile, the term of office for the Investment and Risk Management Oversight Committee's members who are not members of the Board of Commissioners refers to the provisions of the applicable laws and regulations.

In 2022, there were 7 (seven) members of the Investment and Risk Management Oversight Committee of PERTAMINA with the following composition:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Keterangan Remarks
Pahala Nugraha Mansury	Ketua merangkap Anggota Chairman, and concurrently as a Member	Surat Keputusan Dewan Komisaris No. 008/KPTS/K/DK/2022 tanggal 8 Desember 2022. Board of Commissioners Decision Letter No. 008/KPTS/K/DK/2022 dated December 8, 2022.	Wakil Komisaris Utama Vice President Commissioner
Basuki Tjahaja Purnama	Wakil Ketua I merangkap Anggota Vice Chairman I, and concurrently as a Member	Surat Keputusan Dewan Komisaris No. 008/KPTS/K/DK/2022 tanggal 8 Desember 2022. Board of Commissioners Decision Letter No. 008/KPTS/K/DK/2022 dated December 8, 2022.	Komisaris Utama/ Komisaris Independen Commissioner/ Independent Commissioner
Iggi H. Achsien	Wakil Ketua II merangkap Anggota Vice Chairman II, and concurrently as a Member	Surat Keputusan Dewan Komisaris No. 008/KPTS/K/DK/2022 tanggal 8 Desember 2022. Board of Commissioners Decision Letter No. 008/KPTS/K/DK/2022 dated December 8, 2022.	Komisaris Independen Independent Commissioner
Rida Mulyana	Wakil Ketua III merangkap Anggota Vice Chairman III, and concurrently as a Member	Surat Keputusan Dewan Komisaris No. 008/KPTS/K/DK/2022 tanggal 8 Desember 2022. Board of Commissioners Decision Letter No. 008/KPTS/K/DK/2022 dated December 8, 2022.	Komisaris Commissioner
Yuni Rusdinar	Anggota Member	Surat Keputusan Dewan Komisaris No. 011/KPTS/K/DK/2019 tanggal 3 Oktober 2019 dan diperpanjang sesuai Surat Keputusan Dewan Komisaris No. 006/KPTS/K/DK/2022 tanggal 29 September 2022. Board of Commissioners Decision Letter No. 011/KPTS/K/DK/2019 dated October 3, 2019 and extended according to the Board of Commissioners Decision Letter No. 006/KPTS/K/DK/2022 dated September 29, 2022.	Pihak Independen Independent Party
Mohamad Kadri	Anggota Member	Surat Keputusan Dewan Komisaris No. 010/KPTS/K/DK/2021 tanggal 30 Juli 2021. Board of Commissioners Decision Letter No. 010/KPTS/K/DK/2021 dated July 30, 2021.	Pihak Independen Independent Party
Rizal Bambang Prasetyo	Anggota Member	Surat Keputusan Dewan Komisaris No. 016/KPTS/K/DK/2019 tanggal 24 Juni 2020. Board of Commissioners Decision Letter No. 016/KPTS/K/DK/2019 dated June 24, 2020.	Pihak Independen Independent Party

Adapun profil dari masing-masing anggota Dewan Komisaris adalah sebagai berikut:

Profiles of the Board of Commissioners' members respectively are as follows:

PAHALA NUGRAHA MANSURY

Ketua merangkap Anggota
Chairman concurrently as a Member

Profil Pahala Nugraha Mansury dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Pahala Nugraha Mansury's profile can be seen in the Profile of the Board of Commissioners section in this Annual Report.

BASUKI TJAHAJA PURNAMA

Wakil Ketua I merangkap Anggota
Vice Chairman I concurrently as a Member

Profil Basuki Tjahaja Purnama dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Basuki Tjahaja Purnama's profile can be seen in the Profile of the Board of Commissioners section of this Annual Report.

IGGI H. ACHSIEN

Wakil Ketua II merangkap Anggota
Vice Chairman II concurrently as a Member

Profil Iggi H. Achsien dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Iggi H. Achsien's profile can be seen in the Profile of the Board of Commissioners section in this Annual Report.

RIDA MULYANA

Wakil Ketua III merangkap Anggota

Vice Chairman III concurrently as a Member

Profil Rida Mulyana dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Rida Mulyana's profile can be seen in the Profile of the Board of Commissioners section in this Annual Report.

YUNI RUSDINAR

Anggota

Member

Menjabat sebagai anggota Komite Pemantau Investasi dan Manajemen Risiko PT Pertamina (Persero) berdasarkan Surat Keputusan Dewan Komisaris No. 011/KPTS/K/DK/2019 tanggal 3 Oktober 2019. Yuni, lulus S1/Sarjana Teknik Geologi, Universitas Padjadjaran, Bandung, pada tahun 1987, dilanjutkan S2/Master dalam bidang *Groundwater and Environmental Engineering*, di IHE Delft, Belanda yang selesai pada tahun 1993, dan menyelesaikan Pendidikan S3/Ph.D di Sustainable Minerals Institute, University of Queensland (UQ), Brisbane, Australia, pada tahun 2008.

Jabatan yang pernah diembannya, antara lain: Project Manager for Project-Wide Mine Dewatering and Overburden & Tailing Management PT Freeport Indonesia (1998-2006), Senior Advisor Environment Rio Tinto Mining Australia (2006-2008), Manager Regional Geo-Science PT Freeport Indonesia (2009-2012), Vice President Government Relations PT Freeport Indonesia (2012-2015), Staf Khusus Deputy 1 Istana Kepresidenan Republik Indonesia (2015-2016), Staf Khusus Menteri di Kementerian Energi dan Sumber Daya Mineral Republik Indonesia (2016-2019).

Serves as a member of the Investment and Risk Management Oversight Committee of PT Pertamina (Persero) based on the Board of Commissioners Decision Letter No. 011/KPTS/K/DK/2019 dated October 3, 2019. Yuni, graduated with a Bachelor's Degree in Geological Engineering, Padjadjaran University, Bandung, in 1987, followed by Master's Degree in Groundwater and Environmental Engineering, at IHE Delft, Netherlands which was completed in 1993, and completed Doctoral/Ph.D Education at the Sustainable Minerals Institute, University of Queensland (UQ), Brisbane, Australia, in year 2008.

His previous positions include: Project Manager for Project-Wide Mine Dewatering and Overburden & Tailing Management of PT Freeport Indonesia (1998-2006), Senior Advisor for Environment of Rio Tinto Mining Australia (2006-2008), Regional Manager Geo-Science of PT Freeport Indonesia (2009-2012), Vice President of Government Relations at PT Freeport Indonesia (2012-2015), Special Staff for Deputy 1 of the Presidential Palace of the Republic of Indonesia (2015-2016), Special Staff for the Minister of Energy and Mineral Resources Ministry of the Republic of Indonesia (2016-2019).

MOHAMAD KADRI

Anggota

Member

Menjabat sebagai anggota Komite Pemantau Investasi dan Manajemen Risiko PT Pertamina (Persero) berdasarkan Surat Keputusan Dewan Komisaris No. 007/KPTS/K/DK/2021 tanggal 30 Juli 2021. Kadri, lulus S1/Sarjana Hukum, Universitas Indonesia, Jakarta, pada tahun 1988.

Selain sebagai Anggota Komite, Kadri saat ini masih aktif sebagai Senior Partner di Firma Hukum Guido Hidayanto & Partners sejak tahun 2020. Jabatan lain yang pernah diembannya, di antaranya: Founder & Managing Partner Firma Hukum Arfidea Kadri Sahetapy-Engel Tisnadisastra (2010-2020), Partner Firma Hukum Soewito Suhardiman Eddymurthy Kardono (2004-2010), Senior Associate Firma Hukum Hadiputranto, Hadinoto & Partners (1994-1996, 1997-2003).

Sebagai seorang *Lawyer*, Kadri telah banyak membantu klien dalam mengatasi permasalahan hukum, terutama terkait hukum korporasi. Kadri secara berturut-turut pada tahun 2018, 2019, 2020, 2021 dan 2022 mendapatkan penghargaan sebagai Indonesia's Top 100 Lawyers yang diberikan oleh Asia Business Law Journal.

Serves as a member of the Investment and Risk Management Oversight Committee of PT Pertamina (Persero) based on the Board of Commissioners Decision Letter No. 007/KPTS/K/DK/2021 dated July 30, 2021. Kadri, graduated with a Bachelor's Degree in Law, University of Indonesia, Jakarta, in 1988.

Aside from being a member of the Committee, Kadri is currently still active as a Senior Partner at the Law Firm Guido Hidayanto & Partners since 2020. Other positions he has held include: Founder & Managing Partner of Law Firm Arfidea Kadri Sahetapy-Engel Tisnadisastra (2010-2020), Partner of Soewito Suhardiman Law Firm Eddymurthy Kardono (2004-2010), Senior Associate of Hadiputranto, Hadinoto & Partners Law Firm (1994-1996, 1997-2003).

As a *Lawyer*, Kadri has helped clients deal with legal issues, especially related to corporate law. Kadri successively in 2018, 2019, 2020, 2021 and 2022 received an award as Indonesia's Top 100 Lawyers given by the Asia Business Law Journal.

RIZAL BAMBANG PRASETIJO

Anggota
Member

Menjabat sebagai anggota Komite Pemantau Investasi dan Manajemen Risiko PT Pertamina (Persero) berdasarkan Surat Keputusan Dewan Komisaris No. 016/KPTS/K/DK/2019 tanggal 24 Juni 2020. Rizal, lulus S1/Sarjana Ekonomi dengan Jurusan Akuntansi, Universitas Indonesia, Jakarta pada tahun 1989.

Rizal memupuk kariernya dimulai dari J.P. Morgan Securities di antaranya sebagai Indonesia Equity Analyst (1989-1995), Indonesia Equity Strategist (1996-1999), Thailand/Indonesia/Philippines Equity Strategist (1999-2001), Head of Research (2001-2008), dan Managing Director (2008-2013). Jabatan selanjutnya yang pernah diemban, antara lain: Anggota Dewan Komisiner di Lembaga Penjamin Simpanan (2013-2014) dan Komisaris Utama PT Trimegah Sekuritas Tbk. (2015-2022).

Serves as a member of the Investment and Risk Management Oversight Committee of PT Pertamina (Persero) based on the Board of Commissioners Decision Letter No. 016/KPTS/K/DK/2019 dated June 24, 2020. Rizal, graduated with a Bachelor's Degree in Economics majoring in Accounting, University of Indonesia, Jakarta in 1989.

Rizal has been cultivating his career starting with J.P. Morgan Securities among others as Indonesia Equity Analyst (1989-1995), Indonesia Equity Strategist (1996-1999), Thailand/Indonesia/Philippines Equity Strategist (1999-2001), Head of Research (2001-2008), and Managing Director (2008-2013). Subsequent positions held include: Member of the Board of Commissioners at the Deposit Insurance Corporation (2013-2014) and President Commissioner of PT Trimegah Sekuritas Tbk. (2015-2022).

INDEPENDENSI KOMITE PEMANTAU INVESTASI DAN MANAJEMEN RISIKO

Seluruh anggota Komite Pemantau Investasi dan Manajemen Risiko berkomitmen menjunjung tinggi prinsip praktik tata kelola perusahaan yang baik, dengan bersikap objektif, profesional, dan independen. Komite Pemantau Investasi dan Manajemen Risiko tidak boleh mengambil keputusan di bawah tekanan dan intervensi dari pihak mana pun, serta berkomitmen menghindari benturan kepentingan. Seluruh anggota Komite Pemantau Investasi dan Manajemen Risiko tidak memiliki hubungan afiliasi baik secara kekeluargaan dan hubungan bisnis dengan anggota Dewan Komisaris dan Anggota Direksi.

TUGAS DAN TANGGUNG JAWAB

1. Melakukan evaluasi atas perencanaan kegiatan hulu-hilir Perusahaan (RJPP/RKAP);
2. Melakukan pemantauan pelaksanaan kegiatan hulu-hilir Perusahaan berdasarkan rencana atau anggaran (RJPP/RKAP) dan analisis hasil atas kegiatan hulu-hilir Perusahaan;
3. Melakukan evaluasi atas perencanaan investasi kegiatan hulu-hilir dan tingkat risiko yang terukur dan selaras dengan strategi serta keekonomiannya;
4. Melakukan pemantauan pelaksanaan investasi kegiatan hulu-hilir dan analisis hasil investasi;
5. Melakukan kajian atas efektivitas pelaksanaan kebijakan investasi kegiatan hulu-hilir dan pengurusan Perseroan dari aspek manajemen risiko;

INDEPENDENCY OF INVESTMENT AND RISK MANAGEMENT OVERSIGHT COMMITTEE

All members of the Investment and Risk Management Oversight Committee are committed to upholding the principles of good corporate governance practices, by being objective, professional, and independent. The Investment and Risk Management Oversight Committee shall not make decisions under pressure and intervention from any party, and is committed to avoid conflicts of interest. All members of the Investment and Risk Management Oversight Committee have no affiliation, both family and business, with members of the Board of Commissioners and members of the Board of Directors.

DUTIES AND RESPONSIBILITIES

1. Evaluating the Company's upstream-downstream activity planning (RJPP/WP&B);
2. Monitoring the Company's upstream-downstream activities based on the plan or budget (RJPP/WP&B) and analysis of results on the Company's upstream-downstream activities;
3. Evaluating the investment planning for upstream downstream activities and the risk level which is measurable and in harmony with the strategy and economy;
4. Monitoring the investment of upstream downstream activities and analyzing the investment results;
5. Reviewing the effectiveness of the implementation of investment policy for the upstream-downstream activities and the Company's management from the risk management aspect;

6. Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terkait kegiatan hulu-hilir Perseroan;
7. Memberikan masukan dan rekomendasi (*advisory*) atas laporan Direksi mengenai kegiatan hulu-hilir Perusahaan;
8. Membuat rencana kerja tahunan Komite Pemantau Manajemen Risiko;
9. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris yang terkait dengan kegiatan hulu-hilir Perusahaan;
10. Melaporkan hasil-hasil kerja Komite kepada Dewan Komisaris;
11. Melaksanakan penugasan lainnya dari Dewan Komisaris serta membantu Komite-komite lainnya.

6. Providing reference materials and information for the Board of Commissioners related to the Company's upstream-downstream activities;
7. Providing feedback and recommendations on the Board of Directors' report regarding the Company's upstream-downstream activities;
8. Developing an annual work plan for the Risk Management Monitoring Committee;
9. Conducting other duties assigned by the Board of Commissioners related to the Company's upstream-downstream activities;
10. Reporting the results of the Committee work to the Board of Commissioners;
11. Performing other assignments from the Board of Commissioners as well as assisting other Committees.

RAPAT KOMITE PEMANTAU INVESTASI DAN MANAJEMEN RISIKO

Komite Pemantau Investasi dan Manajemen Risiko wajib melakukan rapat sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan. Namun, Komite Pemantau Investasi dan Manajemen Risiko dapat melakukan rapat atas permintaan Dewan Komisaris atau satu atau lebih anggota jika dirasa perlu.

Sepanjang tahun 2022, Komite Pemantau Investasi dan Manajemen Risiko telah melakukan rapat sebanyak 38 (tiga puluh delapan) kali dengan tingkat kehadiran anggota sebagai berikut:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Pahala Nugraha Mansury	38	37	97,36%
Basuki Tjahaja Purnama	38	35	92,10%
Iggi H. Achsien	38	33	86,84%
Rida Mulyana	1	1	100%
Yuni Rusdinar	38	35	92,10%
Mohamad Kadri	38	38	100%
Rizal Bambang Prasetyo	38	38	100%

LAPORAN PELAKSANAAN TUGAS KOMITE PEMANTAU INVESTASI DAN MANAJEMEN RISIKO TAHUN 2022

Sepanjang tahun 2022, Komite Pemantau Investasi dan Manajemen Risiko PERTAMINA telah menjalankan tugas dan tanggung jawabnya sesuai dengan program kerja yang telah ditetapkan di awal tahun.

Berikut uraian singkat pelaksanaan kegiatan Komite Pemantau Investasi dan Manajemen Risiko tahun 2022:

INVESTMENT AND RISK MANAGEMENT OVERSIGHT COMMITTEE MEETINGS

Investment and Risk Management Oversight Committee must hold at least 1 (one) meeting in 1 (one) month. However, the Investment and Risk Management Oversight Committee can hold meeting at the request of the Board of Commissioners or one or more members if deemed necessary.

Throughout 2022, the Investment and Risk Management Oversight Committee conducted 38 (thirty eight) meetings with the attendance level of members as follows:

INVESTMENT AND RISK MANAGEMENT OVERSIGHT COMMITTEE DUTIES IMPLEMENTATION REPORT IN 2022

Throughout 2022, the Investment and Risk Management Oversight Committee of PERTAMINA has conducted its duties and responsibilities in accordance with the work program set at the beginning of the year.

The following is a brief description of the Investment and Risk Management Oversight Committee activities in 2022:

- Melakukan penelaahan dan penyusunan atas surat persetujuan/tanggapan/dukungan/arahan kepada Direksi.
- Menyelenggarakan rapat koordinasi maupun pertemuan dengan Direktorat, *Subholding*, dan Anak Perusahaan terkait sesuai dengan relevansi lingkup Komite Pemantau Investasi dan Manajemen Risiko.
- Melakukan penelaahan atas permintaan konsultasi dan pemberian tanggapan dan/atau persetujuan atas proyek-proyek investasi serta rencana divestasi yang diusulkan Direksi.
- Melakukan pemantauan dan evaluasi atas strategi bisnis dan pencapaian kinerja investasi *Subholding* serta Anak Perusahaan.
- Melakukan pengawasan dan pemantauan kinerja fungsi Manajemen Risiko (*Enterprise Risk Management*).
- Melakukan *monitoring* dan evaluasi atas *on-going* dan *post-mortem* proyek-proyek investasi.
- Reviewed and prepared letters of approval/response/support/directions to the Board of Directors.
- Organized coordination meetings and meetings with relevant Directorates, Subholdings, and Subsidiaries in accordance with the relevance of the scope of the Investment and Risk Management Oversight Committee.
- Reviewed requests for consultations and provided responses and/or approval of investment projects and divestment plans proposed by the Board of Directors.
- Monitored and evaluated business strategy and accomplishment of investment performance of Subholdings, and Subsidiaries.
- Supervised and monitored the performance of the Risk Management function (*Enterprise Risk Management*).
- Monitored and evaluated on-going and post-mortem investment projects.

PENGEMBANGAN KOMPETENSI KOMITE PEMANTAU INVESTASI DAN MANAJEMEN RISIKO

Untuk menunjang Komite Pemantau Investasi dan Manajemen Risiko dalam melaksanakan tugas dan tanggung jawabnya, PERTAMINA juga menyertakan anggota Komite Pemantau Investasi dan Manajemen Risiko pada program-program peningkatan kapabilitas.

Sepanjang tahun 2022, anggota Komite Pemantau Investasi dan Manajemen Risiko PERTAMINA telah mengikuti program pelatihan dan pengembangan kompetensi sebagai berikut:

INVESTMENT AND RISK MANAGEMENT OVERSIGHT COMMITTEE COMPETENCY DEVELOPMENT

To support the Investment and Risk Management Oversight Committee in conducting its duties and responsibilities, PERTAMINA also includes members of the Investment and Risk Management Oversight Committee in capability building programs.

Throughout 2022, members of the Investment and Risk Management Oversight Committee of PERTAMINA have attended training and competency development programs as follows:

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop</i> / Konferensi/Seminar Name of Training/ <i>Workshop</i> / Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Yuni Rusdinar	Anggota Komite Pemantau Investasi dan Manajemen Risiko Member of Investment and Risk Management Oversight Committee	<ol style="list-style-type: none"> 1. <i>Building Acquisition Management Capability To Improve Strategic Integration And Acquisition Performance</i>; 2. Boston Consulting Group: <i>Risk, Uncertainty, Forecastability of Oil Price and How to Make Decisions Over the Situation (Context: Russia and Ukraine Conflict)</i>; 3. <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i>; Fraud and Integrity of Financial Statements (Forensic Accounting); 4. <i>Sharing Session terkait Carbon Capture, Utilisation, Storage, and Carbon Credit</i>; Sharing Session related to Carbon Capture, Utilization, Storage, and Carbon Credit; 5. <i>Indonesia Power Sector: Approach to Support Renewable Energy Advancement</i>. 	Sekretariat Dewan Komisaris Secretariat of the Board of Commissioners	<ol style="list-style-type: none"> 1. 11 Januari 2022 <i>Online via Ms Teams</i>; 2. 9 Maret 2022 <i>Online via Ms Teams</i>; 3. 16 Juni 2022 <i>Online via Ms Teams</i>; 4. 1 September 2022 <i>Online via Ms Teams</i>; dan 5. 29 Juli 2022 <i>Online via Ms Teams</i>. <ol style="list-style-type: none"> 1. January 11, 2022 <i>Online via Ms Teams</i>; 2. March 9, 2022 <i>Online via Ms Teams</i>; 3. June 16, 2022 <i>Online via Ms Teams</i>; 4. September 1, 2022 <i>Online via Ms Teams</i>; and 5. July 29, 2022 <i>Online via Ms Teams</i>.

Nama Name	Jabatan Position	Nama Pelatihan/ <i>Workshop</i> / Konferensi/Seminar Name of Training/Workshop/ Conference/Seminar	Lembaga Penyelenggara Organizer	Waktu dan Tempat Date and Venue
Rizal Bambang Prasetijo	Anggota Komite Pemantau Investasi dan Manajemen Risiko Member of Investment and Risk Management Oversight Committee	<ol style="list-style-type: none"> <i>Building Acquisition Management Capability To Improve Strategic Integration And Acquisition Performance</i>; Pengaruh Konflik Ukraina & Rusia terhadap Bisnis Pertamina; The impact of the Ukraine and Russia Conflict on Pertamina's Business; <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i>; Fraud and Integrity of Financial Statements (Forensic Accounting); Indonesia Power Sector: <i>Approach to Support Renewable Energy Advancement</i>. 	Sekretariat Dewan Komisaris Secretariat of the Board of Commissioners	<ol style="list-style-type: none"> 11 Januari 2022 <i>Online via Ms Teams</i>; 7 April 2022 <i>Online</i> via Ms Teams; 16 Juni 2022 <i>Online</i> via Ms Teams; dan 29 Juli 2022 <i>Online</i> via Ms Teams. <ol style="list-style-type: none"> January 11, 2022 <i>Online</i> via Ms Teams; April 7, 2022 <i>Online</i> via Ms Teams; June 16, 2022 <i>Online</i> via Ms Teams; and July 29, 2022 <i>Online</i> via Ms Teams.
Mohamad Kadri	Anggota Komite Pemantau Investasi dan Manajemen Risiko Member of Investment and Risk Management Oversight Committee	<ol style="list-style-type: none"> Boston Consulting Group: <i>Risk, Uncertainty, Forecastability of Oil Price and How to Make Decisions Over the Situation (Context: Russia and Ukraine Conflict)</i>; Pengaruh Konflik Ukraina & Rusia terhadap Bisnis Pertamina; The impact of the Ukraine and Russia Conflict on Pertamina's Business; <i>Fraud dan Integritas Laporan Keuangan (Forensic Accounting)</i>; Fraud and Integrity of Financial Statements (Forensic Accounting); <i>Sharing Session terkait Carbon Capture, Utilisation, Storage, and Carbon Credit</i>; Sharing Session related to Carbon Capture, Utilization, Storage, and Carbon Credit; Indonesia Power Sector: <i>Approach to Support Renewable Energy Advancement</i>. 	Sekretariat Dewan Komisaris Secretariat of the Board of Commissioners	<ol style="list-style-type: none"> 9 Maret 2022 <i>Online</i> via Ms Teams; 7 April 2022 <i>Online</i> via Ms Teams; 16 Juni 2022 <i>Online</i> via Ms Teams; 1 September 2022 <i>Online via Ms Teams</i>; dan 29 Juli 2022 <i>Online</i> via Ms Teams. <ol style="list-style-type: none"> March 9, 2022 <i>Online</i> via Ms Teams; April 7, 2022 <i>Online</i> via Ms Teams; June 16, 2022 <i>Online</i> via Ms Teams; September 1, 2022 <i>Online</i> via Ms Teams; and July 29, 2022 <i>Online</i> via Ms Teams

Sekretaris Perusahaan

Corporate Secretary

Sekretaris Perusahaan (*Corporate Secretary*) mempunyai peranan penting dalam memperlancar hubungan antara Dewan Komisaris dengan Direksi dan merupakan pihak penghubung yang menjembatani kepentingan antara Perusahaan dengan pihak eksternal atau *stakeholders*. Keberadaan Sekretaris Perusahaan juga diharapkan terlaksananya pemenuhan ketentuan peraturan perundang-undangan yang berlaku.

The Corporate Secretary has an important role in facilitating the relationship between the Board of Commissioners and Directors and is a liaison party that bridges the interests of the Company and external parties or stakeholders. The existence of the Corporate Secretary is also expected to fulfill the provisions of the applicable laws and regulations.

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan bertanggung jawab langsung kepada Direksi serta diangkat dan diberhentikan melalui Keputusan Direksi berdasarkan mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris.

PARTIES WHO APPOINT AND DISMISS THE CORPORATE SECRETARY

The Corporate Secretary is directly responsible to the Board of Directors and is appointed and dismissed by the Board of Directors' decision based on the Company's internal mechanism with the approval of the Board of Commissioners.

PEJABAT SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan PERTAMINA dijabat oleh Brahmantya Satyamurti Poerwadi berdasarkan Surat Keputusan SKMJ-00133/K00000/2020-S8 tanggal 25 November 2020.

CORPORATE SECRETARY OFFICERS

The Corporate Secretary of PERTAMINA is held by Brahmantya Satyamurti Poerwadi based on Decision Letter SKMJ-00133/K00000/2020-S8 dated November 25, 2020.

BRAHMANTYA SATYAMURTI POERWADI

Sekretaris Perusahaan
Corporate Secretary

Usia Age	46 tahun 46 years old
Domisi Domicile	Jakarta, Indonesia Jakarta, Indonesia
Pendidikan & Sertifikasi Education & Certification	Memiliki gelar Sarjana Teknik Industri dari Institut Teknologi Sepuluh Nopember, Surabaya (1993). Bachelor's Degree in Industrial Engineering from Sepuluh Nopember Institute of Technology, Surabaya (1993).
Latar Belakang Karier Career Background	<ul style="list-style-type: none"> Tahun 2012-2016, Menjabat Overseas Business Manager PT Pertamina (Persero); Overseas Business Manager of PT Pertamina (Persero) (2012-2016); Tahun 2016-2019, Sebagai Direktur Jenderal Pengelolaan Ruang Laut Kementerian Kelautan dan Perikanan; Director General of Marine Spatial Management of the Marine and Fisheries Ministry (2016-2019); Tahun 2019-2020, Sebagai VP Stakeholder Relations PT Pertamina (Persero). VP Stakeholder Relations of PT Pertamina (Persero) (2019-2020).
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, dan Pemegang Saham Pengendali. No affiliation with members of the Board of Commissioners, Board of Directors, and Controlling Shareholders.

TUGAS DAN TANGGUNG JAWAB

1. Mengarahkan, memantau, dan mengevaluasi pembinaan relasi dengan pemangku kepentingan perusahaan yang terdiri dari namun tidak terbatas pada pemegang saham, pemerintah, legislatif, pengadilan, NGO, TNI, POLRI, kedutaan besar, dan pemangku kepentingan internasional, serta memastikan kesetaraan protokol *Board Management* dengan pemangku kepentingan terkait, dalam rangka memperoleh pengakuan, penerimaan dan keberlanjutan hubungan baik antara perusahaan dengan pemangku kepentingan serta memajukan kepentingan PERTAMINA;
2. Mengarahkan, mengawasi, dan mengevaluasi penyusunan kajian kepatuhan terhadap isu hukum dan perundang-undangan yang mempengaruhi kegiatan *capital market*;
3. Mengelola *Corporate Social Responsibility & Small Medium Enterprise Partnership Program* (CSR & SMEPP) PERTAMINA yang efektif dan tepat sasaran bagi masyarakat, khususnya sekitar wilayah operasi perusahaan, dan meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri, sehingga memberikan nilai tambah bagi perusahaan dalam rangka implementasi UU No. 40 Tahun 2007 tentang Perseroan Terbatas dan UU No. 19 Tahun 2003 tentang BUMN serta mewujudkan bisnis yang berkelanjutan;
4. Mengelola kegiatan korporasi terkait pelaporan kepada Pemegang Saham Tahunan dan RUPS Luar Biasa;
5. Menentukan dan mengendalikan kegiatan yang berkaitan dengan dukungan kepada aktivitas Direksi dan Dewan Komisaris, termasuk pengelolaan administrasi dan kesekretariatan Direktur Utama dalam rangka memenuhi tata kelola perusahaan yang baik;
6. Mengelola data dan informasi PERTAMINA, khususnya untuk kepentingan *stakeholder* eksternal meliputi pengumpulan bahan informasi dan dokumentasi, pelayanan dan verifikasi bahan informasi publik untuk diakses oleh masyarakat umum dan pemangku kepentingan perusahaan, guna mewujudkan implementasi prinsip GCG;
7. Menyusun dan menyampaikan laporan pengelolaan *Corporate Secretary* secara periodik kepada Direktur Utama.

DUTIES AND RESPONSIBILITIES

1. Directing, monitoring, and evaluating relationships with the company's stakeholders, including but not limited to the shareholders, legislatures, judiciary, NGOs, Indonesian National Armed Forces (TNI), Indonesian National Police (POLRI), embassies, and international stakeholders, as well as ensuring equal precedence of the Board Management with relevant stakeholders to gain recognition, acceptance, and sustainable relationship between the company and stakeholders, as well as to advance the interests of PERTAMINA;
2. Directing, monitoring, and evaluating the compliance review on laws and regulations issues that influence the capital market;
3. Managing PERTAMINA's Corporate Social Responsibility & Small Medium Enterprise Partnership Program (CSR & SMEPP) effectively and accurately for the community, particularly surrounding the company's operation area, and strengthening the small businesses capability to become self-sufficient, giving added values to the company in conjunction with the implementation of Law Number 40 of 2007 on Limited Liability Companies and Law Number 19 of 2003 on State Owned Enterprises as well as realizing sustainable business;
4. Managing corporate activities related to the reporting to Shareholders, such as holding the Annual General Meeting of Shareholders and Extraordinary GMS;
5. Determining and controlling activities related to the supports for the Board of Directors and Board of Commissioners' activities, including the management of administration and secretarial affairs of the President Director & CEO in complying with good corporate governance;
6. Managing PERTAMINA's data and information, especially for the interests of external stakeholders, including the collection of information materials and documentation; services and verification of public information, which to be accessed by the general public and company stakeholders to realize the implementation of GCG principles;
7. Preparing and submitting reports regarding the Corporate Secretary management periodically to the President Director & CEO.

PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN TAHUN 2022

Menjalankan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) BUMN yang dilaksanakan berlandaskan:

- Dukungan terhadap program Pemerintah Republik Indonesia untuk pencapaian Tujuan Pembangunan Berkelanjutan (TPB);
- Dukungan terhadap keberlangsungan bisnis perusahaan dalam jangka panjang yang tercermin dalam Kebijakan Keberlanjutan Pertamina, melalui penerapan *Environment, Social & Governance* (ESG);
- Dukungan terhadap kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan, sesuai dengan peraturan Kementerian BUMN;
- Dukungan terhadap kelancaran operasional kegiatan usaha perusahaan dan pencapaian PROPER melalui pelaksanaan program-program TJSL yang bersinergi dengan *Subholding* dan entitas turunannya.

Program TJSL dilaksanakan dalam kategori:

1. Pilar Sosial, melalui berbagai program di antaranya:
 - Penyaluran bantuan Pendidikan dalam bentuk beasiswa melalui Pertamina Foundation dan Yayasan BUMN;
 - Penyaluran bantuan terkait kebencanaan baik alam maupun non-alam, mulai dari mitigasi, implementasi, hingga pemulihan pasca bencana;
 - Penyaluran bantuan program pembinaan kelompok yang memiliki keterbatasan (difabel dan berkebutuhan khusus);
 - Penyaluran bantuan sosial kemasyarakatan yang bersifat *Community Involvement & Development* (CID) dan Non-CID melalui program bantuan peningkatan kualitas dan sarana prasarana pendidikan, bantuan sarana prasarana umum, bantuan pemenuhan hak atas layanan dasar.
2. Pilar Lingkungan, melalui berbagai program di antaranya:
 - Desa Energi Berdikari
 - Hutan Pertamina
 - Sampah Kita (*Waste Management*)
 - Konservasi Flora dan Fauna

IMPLEMENTATION OF CORPORATE SECRETARY DUTIES IN 2022

Conducted the SOE Social and Environmental Responsibility Program (TJSL) based on:

- Support for the program of the Government of the Republic of Indonesia to achieve the Sustainable Development Goals (TPB);
- Support for the long-term sustainability of the company's business as reflected in Pertamina's Sustainability Policy, through the implementation of Environment, Social & Governance (ESG);
- Support for benefits of economic development, social development, environmental development as well as development of law and governance for the company, in accordance with the regulations of the SOE Ministry;
- Support for the smooth operation of the company's business activities and achievement of PROPER through the implementation of TJSL programs in synergy with the Subholding and its derivative entities.

The TJSL program was implemented in the following categories:

1. Social Pillar, through various programs including:
 - Distribution of educational assistance in the form of scholarships through the Pertamina Foundation and the SOE Foundation;
 - Distribution of assistance related to disasters, both natural and non-natural, starting from mitigation, implementation, to post-disaster recovery;
 - Distribution of assistance for group development programs with disabilities (disabilities and special needs);
 - Distribution of Community Involvement & Development (CID) and Non-CID community social assistance through assistance programs to improve the quality of educational infrastructure and facilities, assistance to public infrastructure facilities, assistance to fulfill the right to basic services.
2. Environmental Pillar, through various programs including:
 - Independent Energy Village
 - Pertamina Forest
 - Our Garbage (Waste Management)
 - Conservation of Flora and Fauna

3. Pilar Ekonomi, melalui berbagai program di antaranya:

- Pembinaan berkelanjutan dan terstruktur untuk Usaha Mikro dan Kecil (UMK) Mitra Binaan melalui UMK Academy, SMEXPO, Pertapreneur Agregator, Pameran, dll;
- Penyaluran pinjaman pendanaan UMK kepada UMK Mitra Binaan perorangan maupun mitra sinergi, baik secara mandiri (dilakukan oleh perusahaan) maupun melalui kerja sama dengan BRI;
- Pembinaan dan pengelolaan Rumah BUMN binaan Pertamina yang tersebar di tiga puluh lokasi di Indonesia;
- Aktivitas rekonsiliasi dan koordinasi untuk memastikan pengembalian pinjaman dan pelaksanaan *rescheduling* pinjaman dengan mitra-mitra sinergi dan juga mitra binaan perorangan yang saat ini berstatus macet.

4. *Creating Shared Value* (CSV), melalui berbagai program di antaranya:

- *Enduro Entrepreneurship Program*
- *Pinky Movement*
- Pertashop

3. Economic Pillar, through various programs including:

- Continuous and structured development for Micro and Small Enterprises (MSE) Foster Partners through MSE Academy, SMEXPO, Pertapreneur Agregator, Exhibitions, etc.;
- Distribution of MSE financing loans to individual UMK Foster Partners and synergy partners, either independently (conducted by the company) or through collaboration with BRI;
- Development and management of Pertamina-assisted SOE Houses spread across thirty locations in Indonesia;
- Reconciliation and coordination activities to ensure loan repayments and implementation of loan rescheduling with synergy partners as well as individual fostered partners who are currently in default.

4. *Creating Shared Value* (CSV), through various programs including:

- Enduro Entrepreneurship Program
- Pinky Movement
- Pertashop

PROGRAM PENGEMBANGAN KOMPETENSI

PERTAMINA mengikutsertakan Sekretaris Perusahaan dalam kegiatan pengembangan kompetensi yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Perusahaan.

Sepanjang tahun 2022, Sekretaris Perusahaan PERTAMINA tidak mengikuti program pengembangan kompetensi.

COMPETENCY DEVELOPMENT PROGRAM

PERTAMINA involves the Corporate Secretary in competency development activities conducted through various training and education with full financing being the responsibility of the Company.

Throughout 2022, PERTAMINA's Corporate Secretary did not participate in a competency development program.

Internal Audit dibentuk dengan tujuan memberikan pendapat profesional, independen dan objektif kepada Direktur Utama terhadap aktivitas dan operasi PERTAMINA dengan meningkatkan fungsi pengendalian yang terintegrasi guna memastikan bahwa kegiatan operasional sudah berjalan dengan baik sehingga dapat meningkatkan nilai tambah bagi PERTAMINA. Internal Audit merupakan unit yang independen terhadap unit-unit yang lain dan secara langsung bertanggung jawab kepada Direktur Utama.

PIAGAM INTERNAL AUDIT

Fungsi Internal Audit PT Pertamina (Persero) memiliki Piagam Internal Audit yang disusun merujuk kepada *International Professional Practices Framework (IPPF)* yang ditetapkan oleh *The Institute of Internal Auditors*. Piagam Internal Audit PT Pertamina (Persero) terdiri atas penjelasan mengenai:

1. Visi
2. Misi
3. Tujuan
4. Ruang lingkup
5. Prinsip Utama
6. Kedudukan
7. Independensi
8. Wewenang
9. Tugas dan Tanggung Jawab
10. Standar Pelaksanaan Internal Audit

Piagam Internal Audit PT Pertamina (Persero) telah direvisi dan diperbarui pada tanggal 06 April 2022 yang ditandatangani oleh *Chief Audit Executive*, Direktur Utama, dan Komisaris Utama PT Pertamina (Persero).

Internal Audit was formed with the aim of providing a professional, independent, and objective opinion to the President Director on PERTAMINA's activities and operations by improving integrated control functions to ensure that operational activities are running well to increase added value for PERTAMINA. Internal Audit is an independent unit to other units and is directly responsible to the President Director.

INTERNAL AUDIT CHARTER

The Internal Audit function of PT Pertamina (Persero) has an Internal Audit Charter which is compiled in reference to the *International Professional Practices Framework (IPPF)* established by *The Institute of Internal Auditors*. PT Pertamina (Persero)'s Internal Audit Charter consists of description regarding:

1. Vision
2. Mission
3. Purpose
4. Scope
5. Key Principles
6. Position
7. Independence
8. Authority
9. Duties and Responsibilities
10. Internal Audit Implementation Standards

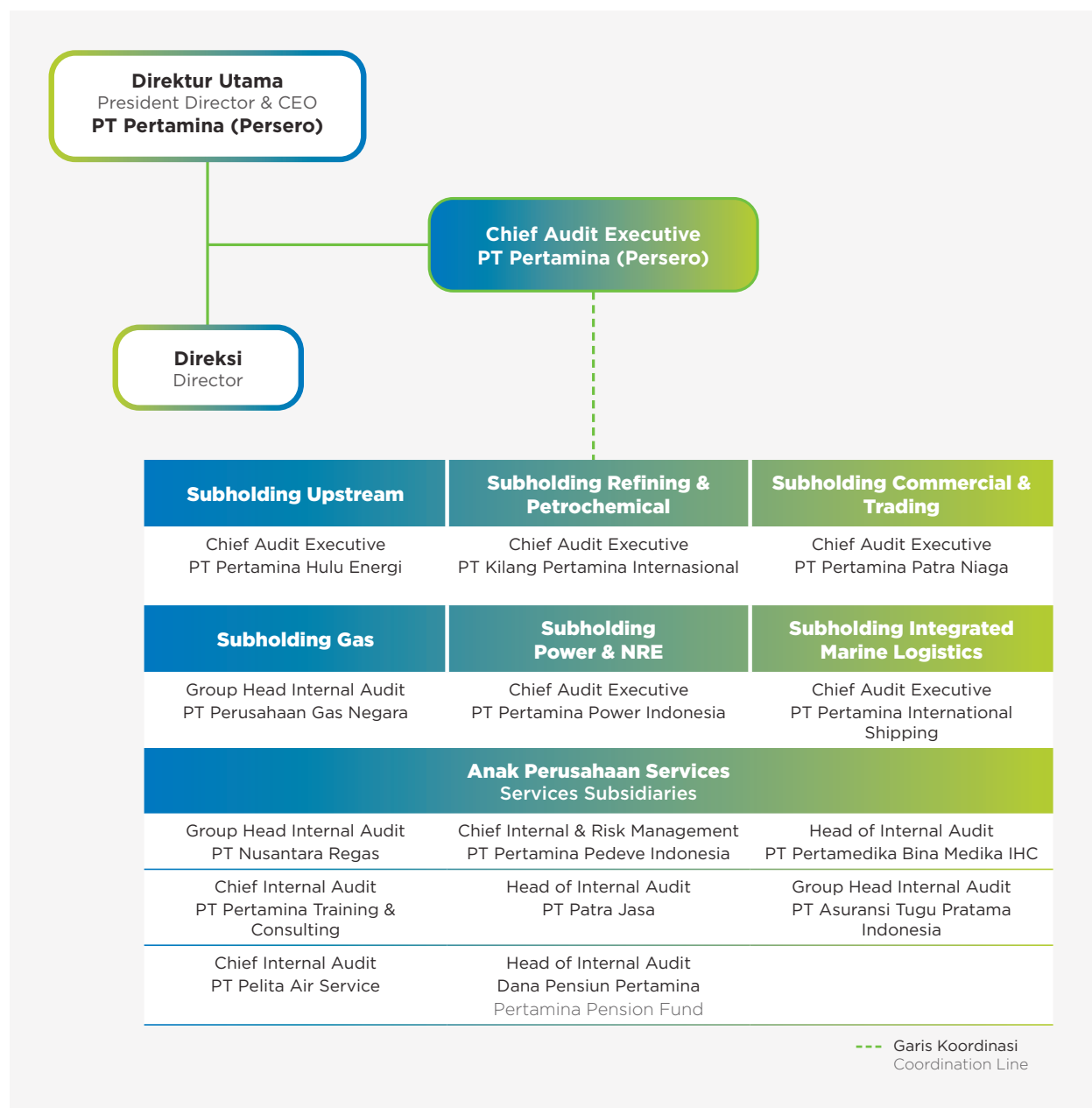
PT Pertamina (Persero)'s Internal Audit Charter was reviewed and updated on April 6, 2022 which was signed by the Chief Audit Executive, President Director and President Commissioner of PT Pertamina (Persero).

KEDUDUKAN INTERNAL AUDIT DALAM ORGANISASI

Kedudukan Fungsi Internal Audit PT Pertamina (Persero) berada langsung di bawah Direktur Utama PT Pertamina (Persero) sebagai Fungsi Leher yang dipimpin oleh Chief Audit Executive. Struktur organisasi Fungsi Internal Audit sebagai berikut:

INTERNAL AUDIT POSITION IN THE ORGANIZATION

The position of the PT Pertamina (Persero) Internal Audit Function is directly under the President Director of PT Pertamina (Persero) as the CEO Function which is led by the Chief Audit Executive. The organization structure of the Internal Audit Function is as follows:



PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN KEPALA INTERNAL AUDIT

Fungsi Internal Audit PT Pertamina (Persero) dipimpin oleh seorang *Chief Audit Executive* yang diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris. *Chief Audit Executive* dalam pelaksanaan tugas dan tanggung jawabnya di-support oleh VP Policy Setting, Planning & Monitoring, VP Revenue Assurance, VP Investigation IA & WBS dan VP Corporate Holding & Portfolio IA.

Pada tahun 2022, *Chief Audit Executive* PT Pertamina (Persero) dijabat oleh Agus Murdiyatno yang ditetapkan berdasarkan Naskah Pengukuhan Jabatan Direktur Utama PT Pertamina (Persero) No. NPJ-003/K00130/2020-S8 tanggal 28 Januari 2020 dan No. NPJ-053/K00160/2020-S8 tanggal 8 Agustus 2020.

PARTIES WHO APPOINT AND DISMISS THE HEAD OF INTERNAL AUDIT

The Internal Audit function of PT Pertamina (Persero) is led by a Chief Audit Executive who is appointed and dismissed by the President Director with the Board of Commissioners' approval. The Chief Audit Executive in conducting his duties and responsibilities is supported by VP Policy Setting, Planning & Monitoring, VP Revenue Assurance, VP Investigation IA & WBS and VP Corporate Holding & Portfolio IA.

In 2022, the Chief Audit Executive of PT Pertamina (Persero) was held by Agus Murdiyatno which was determined based on the Inauguration of the Position of President Director of PT Pertamina (Persero) No. NPJ-003/K00130/2020-S8 dated January 28, 2020 and No. NPJ-053/K00160/2020-S8 dated August 8, 2020.

AGUS MURDIYATNO

Chief Audit Executive
Chief Audit Executive

Usia Age	53 tahun 53 years old
Domisi Domicile	Tangerang Selatan, Banten, Indonesia South Tangerang, Banten, Indonesia
Pendidikan & Sertifikasi Education & Certification	<ul style="list-style-type: none"> Memiliki gelar Diploma III Ekonomi Akuntansi dari Sekolah Tinggi Akuntansi Negara (STAN) (1990); Economic Accounting Diploma Degree III from the Indonesian State College of Accountancy (Sekolah Tinggi Akuntansi Negara/STAN) (1990); Sarjana (S1) Akuntansi dari STIE Swadaya (1996); Bachelor's Degree from the STIE Swadaya (1996); Pemegang sertifikasi internasional berupa Certified Internal Auditor (CIA) dan Certified Information Systems Auditor (CISA). Holds international certifications named Certified Internal Auditor (CIA) and Certified Information Systems Auditor (CISA).
Latar Belakang Karier Career Background	<ul style="list-style-type: none"> Executive Director di Ernst & Young (2006-2009); Executive Director of Ernst & Young (2006-2009); Operation Director di PT Telkom Sigma (2009); Operation Director of PT Telkom Sigma (2009); Business Development Director di PT Graha Sarana Duta (2013-2015); Business Development Director of PT Graha Sarana Duta (2013 - 2015); President Director di PT Nusantara Sukses Investasi (2014-2015); President Director of PT Nusantara Sukses Investasi (2014 - 2015); CEO di PT Manggala Hardana Kapital (2015-2020). CEO of PT Manggala Hardana Kapital (2015 - 2020).
Hubungan Afiliasi Affiliation	<p>Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, dan Pemegang Saham Pengendali.</p> <p>Has no affiliation with members of the Board of Commissioners, Directors and Controlling Shareholders.</p>

TUGAS DAN TANGGUNG JAWAB

1. Melaksanakan kegiatan pengawasan melalui kegiatan *assurance* dan *consulting* di seluruh unit kerja di Perusahaan;
2. Memastikan aspek integritas, objektivitas, kerahasiaan, dan kompetensi diterapkan secara memadai;
3. Menyusun dan mengusulkan program kerja pengawasan tahunan/*annual audit plan* (AAP) yang mencakup antara lain objek penugasan, jadwal penugasan, anggaran, dan *resources* yang dibutuhkan untuk mendapatkan persetujuan Direktur Utama dan Komisaris Utama;
4. Melaksanakan reviu AAP yang sedang berjalan, untuk memastikan kesesuaiannya dengan proses bisnis dan risiko perusahaan, serta lingkup dan tujuan penugasan;
5. Mengkomunikasikan keterbatasan sumber daya pelaksanaan penugasan, perubahan AAP, dan perubahan arah kebijakan kepada Direktur Utama dan Komisaris Utama;
6. Memastikan setiap penugasan dilakukan dengan supervisi yang memadai, didukung dengan kertas kerja yang memadai, dan rekomendasi, *advice*, serta *insight* yang disampaikan dapat diaplikasikan oleh auditee;
7. Memastikan Fungsi Internal Audit secara kolektif memiliki/memperoleh pengetahuan, keterampilan, dan kompetensi yang memadai;
8. Melaksanakan koordinasi pengelolaan kegiatan internal audit yang tidak terbatas pada kegiatan *assurance* dan *consulting* dengan internal *subholding*, anak perusahaan *subholding*, dan anak perusahaan *services*;
9. Menguji dan mengevaluasi efektivitas pengendalian dan manajemen risiko;
10. Melaksanakan pemeriksaan kepatuhan terhadap peraturan perundangan terkait;
11. Mengidentifikasi alternatif perbaikan dan peningkatan efisiensi operasional perusahaan;
12. Melaksanakan koordinasi dengan Komite Audit;
13. Melaporkan hasil pengawasan kepada Direktur Utama dan Direktur lainnya yang relevan;
14. *Monitoring* pelaksanaan tindak lanjut hasil audit internal, eksternal, dan institusi pengawasan lainnya, serta melaporkan secara periodik kepada Direktur Utama dan Komite Audit;
15. Melaksanakan koordinasi kegiatan pengawasan dengan auditor eksternal;
16. Melaksanakan koordinasi dengan Fungsi Pengawasan Perusahaan dalam melakukan tindak lanjut atas pengaduan/penyungkapan melalui *Whistleblowing System* (WBS) dan pengaduan masyarakat atau pihak lainnya sesuai dengan ketentuan yang berlaku;

DUTIES AND RESPONSIBILITIES

1. Performing supervisory activity through assurance and consulting services throughout the entire work units in the Company;
2. Ensuring all aspects related to integrity, objectivity, confidentiality, and competency are properly implemented;
3. Prepare and propose an annual audit plan (AAP) which includes, among others, the object of assignment, assignment schedule, budget, and resources required to obtain approval from the President Director and President Commissioner;
4. Performing periodic review of AAP to ensure its alignment with business process and company risk, also scope and goals of the assignments;
5. Communicating with the President Director & CEO and President Commissioner about the limitation of resources to conduct the assignments, changes to AAP, and changes in policy direction;
6. Ensuring that every assignment is conducted with proper supervision, supported with the proper working papers, and all recommendations, advice, as well as insight delivered to auditee, can be implemented;
7. Ensuring Internal Audit Unit collectively acquires adequate knowledge, skills, and competencies;
8. Coordinating the management of Internal Audit activities, which is not limited to assurance and consulting activities, with subholding, subsidiaries of subholding, and subsidiaries of service companies;
9. Testing and evaluating the effectiveness of internal control and risk management;
10. Performing compliance audit to relevant laws and regulations;
11. Identifying opportunities for operation improvements and efficiency enhancement of the Company;
12. Coordinating with Audit Committee;
13. Reporting the supervision results to the President Director and other relevant Directors;
14. Monitoring the implementation of follow-ups to the results of internal audits, external audits, and other supervisory institutions and reporting periodically to the President Director and the Audit Committee;
15. Coordinating supervisory activities with external auditors;
16. Coordinating with the Compliance Function/ Chief Compliance Officer as well as other relevant parties in following up the complaints through Whistleblowing System (WBS) and public complaints, or other parties in accordance with prevailing provisions;

17. Melaksanakan audit investigasi terhadap masalah yang dapat menimbulkan kerugian bagi Perusahaan, di *holding*, *subholding*, anak perusahaan *subholding*, dan anak perusahaan *services*;
18. Melaksanakan kegiatan evaluasi dan peningkatan mutu (*improvement program*) kegiatan internal audit;
19. Melaporkan hasil kegiatan pengawasan kepada Dewan Komisaris cq Komite Audit;
20. Melaksanakan penugasan lain yang diamanatkan oleh Direksi dan/atau Dewan Komisaris.

JUMLAH DAN SERTIFIKASI PERSONEL INTERNAL AUDIT

Di tahun 2022 formasi jabatan Fungsi Internal Audit Pertamina Grup (*Holding*, *Subholding*, serta Anak Perusahaan *Services*) terdiri dari 542 posisi jabatan. Sampai dengan akhir tahun 2022 posisi jabatan yang sudah terisi sebanyak 405 jabatan (75%), dan posisi jabatan yang belum terisi sebanyak 137 jabatan (25%).

Personel Fungsi Internal Audit Pertamina Grup telah memiliki sertifikasi kompetensi bertaraf nasional maupun internasional yang relevan dengan kebutuhan pelaksanaan audit internal di Perusahaan untuk memastikan kualitas pelaksanaan aktivitas audit internal yang memadai. Adapun jumlah pemegang sertifikasi di Fungsi Internal Audit Pertamina Grup per 31 Desember 2022 sebagai berikut:

17. Performing investigation audit on issues that may cause losses to the Company, in holding, subholding, subsidiaries of subholding, and subsidiaries of service company;
18. Performing internal audit evaluation and quality improvement activities (*improvement program*) in internal audit activities;
19. Reporting the supervision results to the Board of Commissioners cq Audit Committee;
20. Conducting other assignments mandated by the Board of Directors and/or the Board of Commissioners.

NUMBER AND CERTIFICATION OF INTERNAL AUDIT PERSONNEL

In 2022 the position formation for the Pertamina Group Internal Audit Function (*Holding*, *Subholding*, and *Subsidiary Services*) consists of 542 positions. As of the end of 2022, 405 positions (75%) have been filled, and 137 positions (25%) have not been filled.

Pertamina Group Internal Audit Function personnel have national and international competency certification relevant to the needs of internal audit implementation in the Company to ensure adequate quality of internal audit activity implementation. The number of certification holders in the Pertamina Group Internal Audit Function as of December 31, 2022 is as follows:

Jenis Sertifikasi Certification Type	Jumlah Pemegang Sertifikasi Fungsi Internal Audit Total Certification Holders of Internal Audit Function		
	<i>Holding</i>	<i>Subholding & AP Services</i>	Jumlah Total
Sertifikasi Internasional International Certification			
Certified Internal Audit (CIA)	5	7	12
Certified Fraud Examiner (CFE)	9	36	45
Certified Information System Auditor (CISA)	5	6	11
Certified Risk Management Assurance (CRMA)	0	1	1
Enterprise Risk Management Associate Professional (ERMAP)	1	1	2
Enterprise Risk Management Certified Professional (ERMCP)	1	2	3
Oxygen Forensic Certified Examiner (OFCE)	3	3	6
Chartered Accountant (CA)	9	23	32
Certified Public Accountant (CPA) Indonesia	2	2	4
PECB Certified ISO 37001 Lead Implementer	0	2	2
PECB Certified ISO 37001 Lead Auditor	1	2	3

Jenis Sertifikasi Certification Type	Jumlah Pemegang Sertifikasi Fungsi Internal Audit Total Certification Holders of Internal Audit Function		
	Holding	Subholding & AP Services	Jumlah Total
Cellebrite Certified Operator (CCO)	5	0	5
Cellebrite Certified Physical Analyst (CCPA)	5	0	5
Certified Legal Auditor	0	1	1
Sertifikasi Nasional National Certification			
Qualified Internal Audit (QIA)	76	223	299
Certified Risk Management Professional (CRMP)	2	7	9
Certified Forensic Auditor (CFrA)	11	25	36
Certification in Audit Committee Practices (CACP)	3	5	8
Certified Risk Professional (CRP)	18	27	45
Certified Internal Audit Executive (CIAE)	0	3	3
Indonesia Internal Audit Practitioner (IIAP)	0	1	1
Certified Data Centre Professional (CDCP)	0	1	1

LAPORAN PELAKSANAAN KEGIATAN INTERNAL AUDIT TAHUN 2022

Sepanjang tahun 2022, Fungsi Internal Audit telah melaksanakan kegiatan sebagai berikut:

1. Berdasarkan hasil *Review Annual Audit Plan* (AAP) Fungsi Internal Audit PT Pertamina (Persero) tahun 2022 yang diselenggarakan pada bulan Juli 2022, terdapat revisi AAP di Fungsi Internal Audit PT Pertamina (Persero) yang sebelumnya terdiri dari 22 penugasan berubah menjadi 24 penugasan, sebagai berikut:
 - a. 2 objek audit terpadu yang akan dilaksanakan oleh beberapa entitas Internal Audit Pertamina Group secara bersamaan.
 - b. 10 objek penugasan audit/konsultasi mandiri.
 - c. 12 penugasan Fungsi Investigation Audit WBS & *Fraud Prevention*.
2. Sampai dengan 31 Desember 2022, terdapat 20 penugasan AAP 2022 yang telah selesai, 2 penugasan AAP 2022 yang sedang berjalan dan 2 penugasan AAP 2022 yang telah melewati waktu target penyelesaian.
3. Fungsi IA PT Pertamina (Persero) juga melaksanakan penugasan diluar AAP 2022 (Non AAP). Sampai dengan Triwulan IV 2022, terdapat 6 penugasan Non AAP yang telah selesai dan 5 penugasan Non AAP yang sedang berjalan. Fungsi IA juga telah menerbitkan 6 *insights*.

REPORT ON THE IMPLEMENTATION OF INTERNAL AUDIT ACTIVITIES IN 2022

Throughout 2022, the Internal Audit Function has conducted the following activities:

1. Based on the results of the 2022 Annual Audit Plan (AAP) Review of the PT Pertamina (Persero) Internal Audit Function which was held in July 2022, there was a revision of the AAP in the PT Pertamina (Persero) Internal Audit Function which previously consisted of 22 assignments changed to 24 assignments, as follows:
 - a. 2 integrated audit objects were conducted by several Pertamina Group Internal Audit entities simultaneously.
 - b. 10 independent audit/consulting assignment objects.
 - c. 12 assignment of WBS & *Fraud Prevention* Audit Investigation Function.
2. As of December 31, 2022, there were 20 AAP 2022 assignments that had been completed, 2 ongoing AAP 2022 assignments and 2 AAP 2022 assignments that had passed the target completion time.
3. PT Pertamina (Persero)'s IA function also conducted assignments outside of AAP 2022 (Non AAP). As of Quarter IV 2022, there have been 6 Non AAP assignments completed and 5 ongoing Non AAP assignments. The IA function has also published 6 *insights*.

4. Sampai dengan bulan Desember 2022, terdapat 16 penugasan di tahun 2021 yang penyelesaiannya dilanjutkan di tahun 2022 (*Carry Over*). Dari 16 penugasan *carry over* tersebut, 15 penugasan telah selesai dan 1 penugasan telah melewati target penyelesaian.
5. Dalam rangka meningkatkan peran Fungsi IA khususnya sebagai *problem solver*, *insight generator*, dan *trusted advisor*, Fungsi IA telah mengembangkan program *Consulting Day* (CDAY). Sampai dengan bulan Desember 2022, Fungsi Internal Audit Pertamina Group telah melaksanakan jasa *consulting days* sebanyak 921 konsultasi. Topik konsultasi terbanyak adalah pengadaan barang & jasa mencapai 43,11% dari total konsultasi.

Sebagai bagian dari pelaksanaan tugas dan tanggung jawabnya, Internal Audit juga melakukan pertemuan atau rapat pembahasan signifikan issue, *performance* dan/atau *insight* dengan Direksi, Dewan Komisaris dan Komite Audit dengan frekuensi sepanjang tahun 2022 sebagai berikut:

Mitra Rapat Meeting Partner	Jumlah Rapat Total Meetings
Direksi Board of Directors	50
Dewan Komisaris Board of Commissioners	29
Komite Audit Audit Committee	12

PROGRAM PENGEMBANGAN KOMPETENSI INTERNAL AUDIT

PERTAMINA mengikutsertakan personel Internal Audit dalam kegiatan pengembangan kompetensi yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab PERTAMINA. Daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti personel Internal Audit di sepanjang tahun 2022 sebagai berikut:

No	Training/Workshop	Periode Pelaksanaan Implementation Period	Jumlah Peserta Total Participants	Provider
Triwulan I Quarter I				
1	Konferensi iKAI	Januari 2022 January 2022	22 Peserta 22 Participants	IIA
2	Fundamental Risk Based Audit	Maret 2022 March 2022	55 Peserta 55 Participants	BPKP
3	Praktisi Agile Audit dalam pelaksanaan penugasan	Februari 2022 February 2022	58 Peserta 58 Participants	Praktisi Agile Agile Practitioner

4. As of December 2022, there were 16 assignments in 2021 completed in 2022 (*Carry Over*). Of the 16 carry over assignments, 15 assignments have been completed and 1 assignment has exceeded the completion target.
5. In order to increase the role of the IA Function, especially as a problem solver, insight generator, and trusted advisor, the IA Function has developed the Consulting Day (CDAY) program. As of December 2022, Pertamina Group's Internal Audit Function has conducted 921 consulting days of services. The most consulted topic was the procurement of goods & services which reached 43.11% of the total consultation.

As part of the implementation of its duties and responsibilities, Internal Audit also holds meetings or discussions on significant issues, performance and/or insights with the Board of Directors, Board of Commissioners and Audit Committee with the following frequency throughout 2022:

INTERNAL AUDIT COMPETENCY DEVELOPMENT PROGRAM

PERTAMINA engages Internal Audit personnel in competency development activities conducted through various training and education with full financing being PERTAMINA's responsibility. The list of training activities and competency improvement attended by Internal Audit personnel throughout 2022 is as follows:

No	Training/Workshop	Periode Pelaksanaan Implementation Period	Jumlah Peserta Total Participants	Provider
4	Workshop Transfer Pricing	Februari 2022 February 2022	32 Peserta 32 Participants	IAI
5	Certified Risk Professional (CRP)	Februari 2022 February 2022	5 Peserta 5 Participants	IRBA
6	Sertifikasi Qualified Internal Audit (QIA)	Februari - Agustus 2022 February - August 2022	63 Peserta 63 Participants	YPIA
Triwulan II Quarter II				
1	Workshop Digital Forensic Lab	April 2022 April 2022	18 Peserta 18 Participants	Fraud Prevention & Digital Forensic IA
2	Fundamental Risk Based Audit	April 2022 April 2022	105 Peserta 105 Participants	YPIA
3	Communication Skills	Mei & Juni 2022 May & June 2022	27 Peserta 27 Participants	Talkinc
4	Communication Skill & Presentation Skill	Juni 2022 June 2022	26 Peserta 26 Participants	Talkinc
5	Data Analytic (Power BI/Power Query)	Juni 2022 June 2022	38 Peserta 38 Participants	Inixindo
6	Certified Internal Audit Executive	Mei - Juni 2022 May - June 2022	2 Peserta 2 Participants	BPKP
Triwulan III Quarter III				
1	KnowledgeHut Singapore	Juli 2022 July 2022	25 Peserta 25 Participants	Knowledge Singapore
2	Certified Internal Auditor (CIA)	Agustus - Oktober 2022 August - October 2022	150 Peserta 150 Participants	IIA
Triwulan IV Quarter IV				
1	Corporate School for Non Legal	Oktober 2022 October 2022	21 Peserta 21 Participants	Jantera school of Law
2	Workshop Aspek Perpajakan PSAK 71, PSAK 72 & PSAK 73	Oktober 2022 October 2022	19 Peserta 19 Participants	PT FGM
3	IIA Indonesia Conference	Oktober 2022 October 2022	7 Peserta 7 Participants	IIA
4	Communication Skill & Presentation Skill	November 2022 November 2022	46 Peserta 46 Participants	Talkinc
5	Workshop Cyber Security	Oktober - November 2022 October - November 2022	12 Peserta 12 Participants	ISACA
6	Finance for Non Finance	November 2022 November 2022	13 Peserta 13 Participants	Prasetya Mulya ELI

Sistem Pengendalian Internal

Internal Control System

PERTAMINA menerapkan Sistem Pengendalian Internal untuk membantu manajemen meningkatkan kepatuhan perusahaan terhadap ketentuan dan peraturan perundang-undangan yang berlaku, menjamin tersedianya laporan keuangan dan laporan manajemen yang benar, lengkap, dan tepat waktu, dan memenuhi efisiensi dan efektivitas dari kegiatan usaha perusahaan. Selain itu, pengendalian internal dibangun untuk meningkatkan fungsi pengendalian yang terintegrasi (*integrated control system*), baik antara PERTAMINA dan Entitas Anak guna memastikan bahwa kegiatan operasional telah dijalankan dengan baik dan dapat meningkatkan nilai tambah bagi Perusahaan melalui efektivitas pelaksanaan manajemen risiko dan prinsip-prinsip *Good Corporate Governance*.

Sistem Pengendalian Internal PERTAMINA terdiri atas unsur-unsur sebagai berikut:

1. Lingkungan pengendalian;
2. Penilaian risiko;
3. Kegiatan pengendalian;
4. Informasi dan komunikasi; dan
5. Pemantauan pengendalian internal.

PEDOMAN SISTEM PENGENDALIAN INTERNAL

PERTAMINA menetapkan kebijakan mengenai pengendalian internal atas pelaporan keuangan atau *Internal Control over Financial Reporting* (ICoFR) beserta pelaksanaan evaluasinya. *Internal Control over Financial Reporting* (ICoFR) adalah suatu proses pengendalian yang dirancang dan dilaksanakan manajemen perusahaan untuk memberikan keyakinan yang memadai (*reasonable assurance*) berkaitan dengan keandalan laporan keuangan.

ICoFR diterapkan untuk meminimalkan risiko salah saji yang material dalam laporan keuangan perusahaan sehingga tujuan laporan keuangan perusahaan dapat tercapai. Penerapan pengendalian internal atas pelaporan keuangan diharapkan dapat meningkatkan kepercayaan terhadap seluruh pemangku kepentingan.

PERTAMINA implements an Internal Control System to help management improve company compliance with applicable laws and regulations, ensure the availability of correct, complete, and timely financial reports and management reports, and meet the efficiency and effectiveness of the company's business activities. In addition, internal control is built to improve the integrated control function (integrated control system), both between PERTAMINA and Subsidiaries to ensure that operational activities are conducted properly and can increase added value for the Company through effective implementation of risk management and the principles of Good Corporate Governance.

PERTAMINA's Internal Control System consists of the following elements:

1. Control environment;
2. Risk assessment;
3. Control activities;
4. Information and communication; and
5. Monitoring of internal control.

INTERNAL CONTROL SYSTEM GUIDELINES

PERTAMINA implements the Internal Control over Financial Reporting (ICoFR) and evaluation. The Internal Control over Financial Reporting (ICoFR) is a control process designed and implemented by company management to provide reasonable assurance regarding the reliability of financial reporting.

ICoFR is applied to minimize the risk of material misstatement in the company's financial statements to achieve the objectives of the company's financial statements. The implementation of internal control over financial reporting is expected to raise the stakeholders' trust.

Selain itu, PERTAMINA juga melakukan pengendalian internal melalui penerapan standar tinggi terhadap aspek Kesehatan kerja, Keselamatan, Keamanan, dan Lindungan Lingkungan (K3LL). Pengendalian internal sangat penting karena memastikan aktivitas operasional didukung suatu proses bisnis yang mematuhi aturan dan prosedur. Dengan demikian, tujuan Perseroan untuk meningkatkan nilai dapat tercapai.

KESESUAIAN SISTEM PENGENDALIAN INTERN DENGAN COSO – INTERNAL CONTROL NETWORK

Sistem pengendalian internal PERTAMINA sejalan dengan sistem pengendalian internal yang berlaku secara internasional, yaitu *Committee of Sponsoring Organization of the Treadway Commission* (COSO). Sistem pengendalian internal PERTAMINA terdiri dari lima komponen, yaitu lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, dan pemantauan.

Kesesuaian sistem pengendalian internal dengan kerangka COSO bertujuan agar PERTAMINA mampu menentukan sasaran yang sesuai dengan visi dan misi Perseroan, memastikan efektivitas dan efisiensi penggunaan sumber daya, mengutamakan kepercayaan pelaporan dan mematuhi peraturan perundangan-undangan.

EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Pengendalian internal adalah suatu proses yang melibatkan Dewan Komisaris, manajemen, dan personel lain, yang dirancang untuk memberikan keyakinan memadai tercapainya efektivitas dan efisiensi operasi dan keandalan pelaporan serta kepatuhan terhadap hukum dan peraturan yang berlaku. Penerapan sistem pengendalian internal yang dilakukan oleh PERTAMINA mengacu pada Pasal 26 Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

In addition, PERTAMINA practices internal control through high-standard implementation in the occupational health, safety, security, and environment aspects (HSSE). Internal control is vital as it ensures that the operational activities are supported by a business process that adheres to regulations and procedures. Hence, the Company's aims to increase values that can be achieved.

CONFORMITY OF INTERNAL CONTROL SYSTEM WITH COSO – INTERNAL CONTROL NETWORK

PERTAMINA's internal control system is in line with the internal control system that applies internationally, namely the Committee of Sponsoring Organization of the Treadway Commission (COSO). PERTAMINA's internal control system consists of five components, namely control environment, risk assessment, control activities, information and communication, and monitoring.

The conformity of the internal control system with the COSO framework aims to enable PERTAMINA to be able to set targets in accordance with the Company's vision and mission, ensure effectiveness and efficiency in the use of resources, prioritize reporting trust and comply with laws and regulations.

INTERNAL CONTROL SYSTEM EFFECTIVENESS

Internal control is a process involving the Board of Commissioners, management, and other personnel, which is designed to provide reasonable assurance of achieving operational effectiveness and efficiency and reliability of reporting as well as compliance with applicable laws and regulations. The implementation of the internal control system conducted by PERTAMINA refers to Article 26 of the SOE Minister Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

REVIEW PELAKSANAAN SISTEM PENGENDALIAN INTERN

Merujuk pada konsep *three lines of defense*, pengelolaan *Internal Control over Financial Reporting* (ICoFR) di PERTAMINA merupakan satu rangkaian kegiatan pengendalian, risiko dan kepatuhan umum yang dijalankan pada tingkatan fungsi yang berbeda sebagai mekanisme pengendalian. Seluruh *business owner* melakukan pengendalian internal di *level first line of defense* dan dievaluasi oleh fungsi pengelola ICoFR di *level second line of defense*. Fungsi Internal Audit melakukan evaluasi pengendalian internal di *level third line of defense* melalui kegiatan *assurance*.

Kegiatan *assurance* dilaksanakan untuk mendapatkan keyakinan yang memadai terkait kecukupan atas efektivitas pengendalian internal untuk menjamin kehandalan laporan keuangan yang dilaksanakan oleh *first line of defense* dan dievaluasi oleh *second line of defense*.

Melalui kegiatan *assurance* dan *consulting* yang dilaksanakan pada aspek manajemen risiko, pengendalian, dan tata kelola, Fungsi Internal Audit memberikan rekomendasi atas perbaikan pengendalian internal yang dinilai belum efektif. *Business owner* dan pengelola ICoFR bertanggung jawab untuk menindaklanjuti rekomendasi tersebut, sehingga kelemahan pengendalian internal dapat diperbaiki dan risiko pencapaian tujuan proses bisnis dapat segera termitigasi.

PERNYATAAN KECUKUPAN PENERAPAN SISTEM PENGENDALIAN INTERN

Komite Audit Perseroan telah melakukan kajian mendalam mengenai kecukupan penerapan Sistem Pengendalian Internal. Berdasarkan hasil penelaahan dan diskusi bersama manajemen, Internal Auditor dan Auditor Independen, Komite Audit menilai bahwa Sistem Pengendalian Internal Perseroan telah cukup memadai.

REVIEW OF INTERNAL CONTROL SYSTEM IMPLEMENTATION

Referring to the concept of three lines of defense, the management of Internal Control over Financial Reporting (ICoFR) at PERTAMINA is a series of control, risk and general compliance activities conducted at different function levels as a control mechanism. All business owners conduct internal control at the first line of defense level and are evaluated by the ICoFR management function at the second line of defense level. The Internal Audit function evaluates internal control at the third line of defense level through assurance activities.

Assurance activities are conducted to obtain adequate assurance regarding the adequacy of the effectiveness of internal controls to ensure the reliability of financial reports conducted by the first line of defense and evaluated by the second line of defense.

Through assurance and consulting activities conducted on the aspects of risk management, control and governance, the Internal Audit Function provides recommendations for improving internal controls which are considered to be ineffective. Business owners and managers of ICoFR are responsible for following up on these recommendations, therefore internal control weaknesses can be corrected and the risk of achieving business process objectives can be immediately mitigated.

DECLARATION OF ADEQUACY OF INTERNAL CONTROL SYSTEM IMPLEMENTATION

The Company's Audit Committee has conducted an in-depth study regarding the adequacy of the implementation of the Internal Control System. Based on the results of reviews and discussions with management, Internal Auditors and Independent Auditors, the Audit Committee considers that the Company's Internal Control System is sufficient.

Manajemen Risiko

Risk Management



PERTAMINA senantiasa berupaya menerapkan Manajemen Risiko Terintegrasi untuk memastikan pencapaian Visi dan Misi Perseroan. Kebijakan ini diterapkan guna mewujudkan tata kelola perusahaan yang baik (*good corporate governance*) dan memastikan pencapaian nilai bagi *stakeholders*.

PERTAMINA always strives to implement Integrated Risk Management to ensure the accomplishment of the Company's Vision and Mission. This policy is implemented in order to realize good corporate governance and ensure the achievement of value for stakeholders.

LANDASAN PENGELOLAAN RISIKO

Dasar Hukum Pengelolaan Risiko di PERTAMINA adalah sebagai berikut:

1. Peraturan Menteri Negara BUMN No. PER-01/MBU/2011, khususnya Pasal 25 mengenai pemenuhan kewajiban melaksanakan Manajemen Risiko;
2. Peraturan Menteri Negara BUMN No. PER-5/MBU/09/2022, tentang Penerapan Manajemen Risiko pada Badan Umum Milik Negara;
3. Traktat Manajemen Risiko PERTAMINA sebagai bentuk komitmen Direksi atas penerapan Manajemen Risiko yang telah diperbarui dan ditandatangani pada 25 Januari 2022;
4. Sistem Tata Kerja yang berlaku di lingkungan PERTAMINA terdiri dari:
 - a. Pedoman Manajemen Risiko No. A4-001/H30000/2021-S9 Revisi 0 tanggal 26 Juli 2021;
 - b. Tata Kerja Organisasi (TKO) & Tata Kerja Individu (TKI) yang berisi petunjuk teknis pengelolaan risiko.

BASIS OF RISK MANAGEMENT

Development of Enterprise Risk Management (ERM), based on:

1. Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011, specifically Article 25 regarding the fulfilment of the obligation to implement Risk Management;
2. SEO Minister Regulation No. PER-5/MBU/09/2022, concerning Risk Management in State-Owned Enterprises;
3. PERTAMINA's Risk Management Treaty as a form of the Board of Directors' commitment to the implementation of Risk Management which was renewed and signed on January 25, 2022;
4. The Work System applicable in the PERTAMINA environment consists of the following:
 - a. Risk Management Guidelines No. A4-001/H30000/2021-S9 Revision 0 dated July 26, 2021;
 - b. Organizational Work Procedures (TKO) & Individual Work Procedures (TKI) containing technical instructions for risk management.

KERANGKA KERJA MANAJEMEN RISIKO PERTAMINA

Penerapan manajemen risiko di PERTAMINA mengacu pada ISO 31000:2018 yang terdiri atas 3 (tiga) pilar: prinsip (*principle*), kerangka kerja (*framework*), dan proses (*process*). Ketiga pilar tersebut kemudian diintegrasikan sesuai dengan kondisi lingkungan, proses bisnis, dan karakter bisnis PERTAMINA.

PERTAMINA RISK MANAGEMENT FRAMEWORK

Implementing risk management at PERTAMINA refers to ISO 31000:2018, which consists of 3 (three) pillars: principles, framework, and process. These three pillars are then integrated according to PERTAMINA's environmental conditions, business processes, and business character.



ROADMAP PENGEMBANGAN MANAJEMEN RISIKO

Perusahaan menetapkan rencana kerja manajemen risiko jangka pendek dan jangka panjang yang dituangkan dalam *roadmap* pengembangan manajemen risiko. *Roadmap* tersebut juga sebagai acuan Perusahaan dalam mengembangkan budaya risiko untuk dapat mencapai tingkat maturitas CULTURED. Terdapat 5 (lima) level maturitas yang dimiliki oleh PERTAMINA, yaitu *Initial*, *Basic*, *Developed*, *Managed*, dan *Cultured* dengan beberapa parameter pengelolaan risiko yang harus dicapai sebagai indikator dalam setiap levelnya.

Pada tahun 2022 PERTAMINA telah mencapai level CULTURED, hal ini ditunjukkan dengan hasil *Risk Maturity Assessment* oleh Independent Assessor terhadap 7 (tujuh) entitas PERTAMINA (*Holding* dan *Subholding*) dengan nilai *Risk Maturity Index* 4,2 dari skala 5. Namun PERTAMINA masih terus melakukan upaya perbaikan berkelanjutan berdasarkan hasil

RISK MANAGEMENT DEVELOPMENT ROADMAP

The Company determines short-term and long-term risk management work plan which are developed into the risk management roadmap. The roadmap is also used as a reference in the Company in cultivating risk culture to achieve the maturity level CULTURED. There are 5 (five) maturity levels owned by PERTAMINA, namely Initial, Basic, Developed, Managed, and Cultured with several risk management parameters that must be gained as an indicator in each level.

In 2022, PERTAMINA reached the CULTURED level, as evidenced by the results of the Risk Maturity Assessment by an Independent Assessor of 7 (seven) PERTAMINA entities (Holding and Subholding) with a Risk Maturity Index value of 4.2 out of a scale of 5. However, PERTAMINA continues to make continuous improvements based on the results of

Risk Maturity Assessment dan sesuai *roadmap* pengembangan pengelolaan risiko.

Beberapa parameter yang menjadi indikator pada level CULTURED antara lain:

1. Pengelolaan risiko sudah menjadi perangkat strategis dalam menciptakan dan melindungi nilai.
2. Strategi dan kebijakan pengelolaan risiko selaras dengan konteks internal dan eksternal Perusahaan.
3. Bersifat generatif dan kolaboratif.
4. Proses pengelolaan risiko yang didukung oleh kepemimpinan dan komitmen yang berkelanjutan dan telah terintegrasi dengan sistem manajemen lain.
5. Komunikasi dan konsultasi berjalan secara berkelanjutan antar *stakeholder*.
6. Pengelolaan risiko mampu memberikan *early warning* bagi pengambilan keputusan.

the Risk Maturity Assessment and in accordance with the risk management development roadmap.

Some of the parameters that become indicators at the CULTURED level include:

1. Risk management had become a strategic tool in creating and protecting value.
2. Risk management strategies and policies were aligned with the Company's internal and external context.
3. Generative and collaborative.
4. Risk management process was supported by sustainable leadership and commitment and had been integrated with other management systems.
5. Communication and consultation run continuously between stakeholders.
6. Risk management was able to provide early warning for decision making.



IMPLEMENTASI ISO 31000:2018

Mandat dan Komitmen

PERTAMINA berkomitmen mempertimbangkan aspek risiko dalam pengambilan keputusan, mengacu *framework* manajemen risiko ISO 31000:2018, dan tertuang dalam Traktat Manajemen Risiko PERTAMINA dan Sistem Tata Kerja Manajemen Risiko.

IMPLEMENTATION OF ISO 31000:2018

Mandate and Commitment

PERTAMINA is committed to considering risk aspects in decision-making, referring to the ISO 31000:2018 risk management framework outlined in the PERTAMINA Risk Management Treaty and Risk Management Work System.

PERNYATAAN DIREKSI DAN/ATAU KOMISARIS TERKAIT KECUKUPAN INFRASTRUKTUR MANAJEMEN RISIKO

Komite Audit Perseroan telah melakukan kajian mendalam mengenai kecukupan penerapan Manajemen Risiko. Berdasarkan hasil penelaahan dan diskusi bersama manajemen, Internal Auditor dan Auditor Independen, Komite Audit menilai bahwa penerapan Manajemen Risiko Perseroan telah cukup memadai dalam mengidentifikasi risiko sehingga dapat mengidentifikasi dan mengelola risiko tersebut.

STATEMENT OF THE BOARD OF DIRECTORS AND/OR THE COMMISSIONERS REGARDING THE ADEQUACY OF RISK MANAGEMENT INFRASTRUCTURE

The Company's Audit Committee has conducted an in-depth study regarding the adequacy of Risk Management implementation. Based on the results of reviews and discussions with management, Internal Auditors and Independent Auditors, the Audit Committee considers that the implementation of the Company's Risk Management is sufficient in identifying risks thus they can identify and manage these risks.

SISTEM INFORMASI MANAJEMEN RISIKO

ERM System (ERMS) merupakan aplikasi berbasis web yang membantu *Risk Owner* dan PIC Manajemen Risiko dalam melakukan proses manajemen risiko secara *online* (*Scope, Context, Criteria; Risk Identification, Risk Assessment, Risk Treatment, Monitoring & Review, Recording & Reporting*). Terdapat 2 modul dalam ERMS, yaitu modul ERMS *Ongoing Business* & ERMS *Project* (Investasi).

Berikut disampaikan *milestone* pengembangan dan implementasi ERMS pada tahun 2022:

1. Go-live *Enhancement* ERMS2.0 Sprint-1 Modul *Ongoing Business* untuk beberapa fitur, antara lain menu KRI, *Going Concern Risk*, OGB *Risk Register*, *Risk Monitoring*, *Database*, *Help*, dan menu super admin.
2. Sosialisasi ERMS 2.0 dan *Key-In Risk Register* ke dalam ERMS 2.0 *Ongoing Business* untuk seluruh Direktorat/*Subholding*/Fungsi Leher/Anak Perusahaan.
3. Go-live *Enhancement* ERMS2.0 Sprint-2 Modul *Project* (Investasi) untuk beberapa fitur, antara lain menu *Risk Register*, *upload supporting document*, *Database*, *Help*, dan menu super admin.

RISK MANAGEMENT INFORMATION SYSTEM

The ERM System (ERMS) is a web-based application that helps Risk Owners and Risk Management PICs carry out online risk management processes (*Scope, Context, Criteria; Risk Identification, Risk Assessment, Risk Treatment, Monitoring & Review, Recording & Reporting*). There are 2 modules in the ERMS, the ERMS *Ongoing Business* & ERMS *Project* (Investment) module.

The following presents the milestones for the development and implementation of the ERMS in 2022:

1. Go-live *Enhancement* ERMS2.0 Sprint-1 *Ongoing Business* Module for several features, including KRI menu, *Going Concern Risk*, OGB *Risk Register*, *Risk Monitoring*, *Database*, *Help*, and super admin menu.
2. Dissemination of ERMS 2.0 and *Key-In Risk Register* into ERMS 2.0 *Ongoing Business* for all Directorates/*Subholdings*/CEO Function/*Subsidiaries*.
3. Go-live *Enhancement* ERMS2.0 Sprint-2 Module *Project* (Investment) for several features, including the *Risk Register* menu, *uploading supporting documents*, *Database*, *Help*, and the super admin menu.

Perkara Penting

Significant Cases

Di tahun 2022, terdapat sejumlah perkara hukum yang sedang dihadapi PERTAMINA, antara lain:

In 2022, PERTAMINA was facing a number of legal cases, including:

No	Permasalahan Hukum Legal Case	Pokok dan Nilai Perkara Subject and Value of The Case
1	Perkara terkait Insiden Patahnya Pipa Minyak Pertamina di Teluk Balikpapan Case related to Pertamina Oil Pipeline Fracture Incident in Balikpapan Bay	<p>Pada tanggal 31 Maret 2018, Kapal Angkut Muatan Curah (<i>Bulk Carrier</i>) telah melego jangkar pada area terbatas sampai dengan area terlarang di Perairan Teluk Balikpapan yang berakibat rusaknya pipa bawah laut milik Pertamina sehingga mengakibatkan terjadinya tumpahan minyak dan kebakaran kapal di Teluk Balikpapan. Peristiwa tumpahan minyak di Teluk Balikpapan yang disebabkan oleh Kapal Angkut Muatan Curah (<i>Bulk Carrier</i>) telah diputus berdasarkan putusan yang telah berkekuatan hukum tetap yang menyatakan Kapal Angkut Muatan Curah (<i>Bulk Carrier</i>) bersalah karena mengakibatkan tumpahan minyak di Teluk Balikpapan.</p> <p>Terhadap kerugian yang diderita Pertamina berupa rusaknya pipa bawah laut milik Pertamina sehingga mengakibatkan terjadinya tumpahan minyak dan kebakaran kapal di Teluk Balikpapan, Pertamina telah mengajukan gugatan ganti kerugian di PN Jakarta Selatan.</p> <p>Selain itu, Kementerian Lingkungan Hidup dan Kehutanan RI ("KLHK") juga mengajukan Gugatan Ganti Kerugian Lingkungan Hidup di Pengadilan Negeri Jakarta Pusat kepada Pertamina dan pihak-pihak lainnya yang menurut KLHK juga bertanggung jawab atas peristiwa tumpahan minyak di Teluk Balikpapan dengan tuntutan ganti rugi sebesar ± Rp10,15 Triliun yang didalilkan sebagai tanggung jawab renteng dari para tergugat.</p> <p>On March 31, 2018, the Bulk Carrier had dropped anchors in a limited area to a restricted area in Balikpapan Bay Waters which resulted in damage to Pertamina's underwater pipeline resulting in an oil spill and a ship fire in Balikpapan Bay. The incident of oil spill in Balikpapan Bay which was caused by a Bulk Carrier has been decided based on a decision that has permanent legal force which states that the Bulk Carrier is guilty of causing an oil spill in Balikpapan Bay.</p> <p>Regarding the losses suffered by Pertamina in the form of damage to Pertamina's underwater pipeline which resulted in an oil spill and a ship fire in Balikpapan Bay, Pertamina has filed a lawsuit for compensation at the South Jakarta District Court.</p> <p>In addition, the Environment and Forestry Ministry of the Republic of Indonesia ("KLHK") also filed an Environmental Compensation Lawsuit at the Central Jakarta District Court against Pertamina and other parties which, according to the KLHK, were also responsible for the oil spill incident in Balikpapan Bay with a claim for compensation. of ± Rp10.15 trillion which was argued to be the joint responsibility of the defendants.</p> <p>Status Perkara Case Status</p> <p>Gugatan Pertamina: Gugatan Pertamina dikabulkan pada tingkat Pengadilan Negeri. Saat ini dalam proses banding yang diajukan oleh Tergugat.</p> <p>Gugatan KLHK: Dalam proses pemeriksaan perkara di persidangan.</p> <p>Pertamina Lawsuit: Pertamina's lawsuit was granted at the District Court level. Currently in the process of appeal filed by the Defendant.</p> <p>MoEF Lawsuit: In the process of examining the case at trial.</p> <p>Upaya Manajemen Management Effort</p> <ul style="list-style-type: none"> Mengajukan Gugatan kepada pihak-pihak terkait atas kerugian yang diderita Pertamina; Mengajukan pembelaan atas gugatan dari KLHK. Filed a lawsuit against related parties for losses suffered by Pertamina; Submitted a defense against a lawsuit from the Environment and Forestry Ministry.

No	Permasalahan Hukum Legal Case	Pokok dan Nilai Perkara Subject and Value of The Case
Risiko terhadap Perseroan Impact to the Company Terkait gugatan KLHK, Pertamina beresiko membayar sejumlah uang apabila putusan pengadilan mengabulkan gugatan dari KLHK. Regarding the KLHK's lawsuit, Pertamina risks paying a sum of money if the court's decision grants the KLHK's claim.		
2.	Dugaan Tipikor pada Pengadaan 3D Scanning dan AIMS oleh PT Indopelita Aircraft Services di RU VI Balongan (Case Baru) Alleged Corruption in 3D Scanning and AIMS Procurement by PT Indopelita Aircraft Services at RU VI Balongan (New Case)	<p>Perkara ini terkait dengan PT Indopelita Aircraft Service (IAS) ditunjuk langsung sebagai penyedia jasa pekerjaan 3D Laser Scanning dan AIMS di RU VI Balongan berdasarkan kontrak tanggal 4 Oktober 2020 namun terdapat dugaan adanya penerbitan SPK fiktif oleh IAS sebelum terbitnya kontrak dengan RU VI dan juga terdapat dugaan adanya gratifikasi yang melibatkan pekerja.</p> <p>Adapun Penyelidikan berdasarkan Surat Perintah Penyelidikan Kepala Kejaksaan Tinggi Banten Nomor: Print-142/M.6/Fd.1/02/2022 tanggal 23 Februari 2022 dan saat ini sudah Penyidikan berdasarkan Surat Perintah Penyidikan Kepala Kejaksaan Tinggi Banten Nomor: Print-232/M.6/Fd.1/03/2022 tanggal 18 Maret 2022.</p> <p>Perkara ini melibatkan 2 (dua) pekerja PT Pertamina Persero, yaitu Terdakwa DS dan Terdakwa SY. Pada perkara ini PT Pertamina (Persero) sebagai saksi.</p> <p>This case relates to PT Indopelita Aircraft Service (IAS) being directly appointed as a provider of 3D Laser Scanning and AIMS work services at RU VI Balongan based on a contract dated October 4, 2020 but there were allegations of fictitious SPK issuance by IAS prior to the issuance of the contract with RU VI and there was also allegations of gratification involving IAS workers and RU VI Balongan.</p> <p>The investigation is based on the Banten High Prosecutor's Head Investigation Order Number: Print-142/M.6/Fd.1/02/2022 dated February 23, 2022 and is currently under investigation based on the Banten High Prosecutor's Head Investigation Order Number: Print-232/M.6/Fd.1/03/2022 dated 18 March 2022.</p> <p>This case involved 2 (two) employees of PT Pertamina Persero, namely Defendant DS and Defendant SY. In this case, PT Pertamina (Persero) acted as a witness.</p>
Status Perkara Case Status		
Telah terdapat putusan hakim tingkat Pengadilan Negeri (PN) terhadap kedua terdakwa pada tanggal 16 Desember 2022 dengan putusan sebagai berikut:		
Terdakwa DS Pasal yang dibuktikan : Pasal 3 ayat (1) dan atau Pasal 11 Jo. Pasal 18 UU TPK Jo. Pasal 55 ayat (1) ke-1 KUHP. Pidana badan dan denda: Pid. Penjara : 3 Tahun Denda : Rp50 juta Subsidair : 1 bulan kurungan Pengembalian Kerugian Negara : Tidak dikenakan		
Terdakwa SY Pasal yang dibuktikan : Pasal 3 ayat (1) dan atau Pasal 11 Jo. Pasal 18 UU TPK Jo. Pasal 55 ayat (1) ke-1 KUHP. Pidana badan dan denda: Pid. Penjara : 3 Tahun Denda : Rp50 juta Subsidair : 1 bulan kurungan Pengembalian Kerugian Negara : Uang titipan sebesar Rp250.000.000 dirampas untuk negara dan diperhitungkan sebagai pembayaran uang pengganti dalam perkara atas nama terdakwa SY.		
Uang USD pecahan \$100 sebanyak 14 (empat belas) lembar dengan total \$1,400, dirampas untuk negara dan diperhitungkan sebagai pembayaran uang pengganti dalam perkara atas nama terdakwa SY.		
1 (satu) bidang tanah dan bangunan dengan luas 218 (dua ratus delapan belas) M ² terletak di Kelurahan Kreo, Kecamatan Larangan, Kota Tangerang, berdasarkan Sertifikat Hak Milik Nomor: 05688/Kreo atas nama SY, dirampas untuk negara dan diperhitungkan sebagai kekurangan uang pengganti yang dinikmati oleh terdakwa SY.		

No	Permasalahan Hukum Legal Case	Pokok dan Nilai Perkara Subject and Value of The Case
		<p>There has been a District Court (PN) judge's decision against the two defendants on December 16, 2022 with the following decisions:</p> <p>Defendant DS</p> <p>Proven article : Article 3 paragraph (1) and or Article 11 Jo. Article 18 of the TPK Law Jo. Article 55 paragraph (1) 1st of the Criminal Code.</p> <p>Corporal punishment and fines:</p> <p>Prison Sentence : 3 Years</p> <p>Fine : Rp50 million</p> <p>Subsida : 1 month in prison</p> <p>State Loss Recovery : Not applicable</p> <p>Defendant SY</p> <p>Proven article : Article 3 paragraph (1) and or Article 11 Jo. Article 18 of the TPK Law Jo. Article 55 paragraph (1) 1st of the Criminal Code.</p> <p>Corporal punishment and fines:</p> <p>Prison Sentence : 3 Years</p> <p>Fine : Rp50 million</p> <p>Subsida : 1 month in prison</p> <p>State Loss Recovery : The deposit of Rp. 250,000,000 was confiscated for the state and was calculated as a replacement payment in a case on behalf of the defendant SY.</p> <p>14 (fourteen) banknotes of USD100 banknotes for a total of D 1,400 were confiscated for the state and calculated as payment of replacement money in a case on behalf of the defendant SY.</p> <p>1 (one) plot of land and buildings with an area of 218 (two hundred and eighteen) M2 located in Kreo Village, Larangan District, Tangerang City, based on the Certificate of Property Rights Number: 05688/ Kreo on behalf of SY, confiscated for the state and accounted for as a lack of money substitute enjoyed by the defendant SY.</p>
		<p>Upaya Manajemen Management Effort</p> <ul style="list-style-type: none"> Manajemen perusahaan melalui Fungsi Legal Counsel turut mendampingi para terdakwa dan menyaksikan jalannya proses persidangan hingga putusan. Pelaksanaan <i>Webinar Online</i> bersama Hukum <i>Online</i> dengan tema "Perusahaan Plat Merah Merugi, Direksi Bisa Dipidana Korupsi? Yuk, Kenalan Sama Konsep <i>Business Judgement Rule</i> di BUMN Bersama Pertamina", pada hari Jumat, 18 November 2022. Penyelenggaraan Pertamina <i>Online Listening & Sharing</i> dengan tema "Upaya BUMN untuk Menghindari Pemberian/Permintaan terkait Penyusunan dan Gratifikasi dalam Kegiatan Operasional Perusahaan" pada hari Rabu, 21 September 2022. Penyelenggaraan Focus Group Discussion Fungsi Legal Counsel Pertamina Group 2022 dengan tema "Benang Merah Penyalahgunaan Kewenangan dan Diskresi antara Hukum Administrasi dan Hukum Pidana/Korupsi" pada hari Senin, 4 Juli 2022. Penyelenggaraan Legal Preventive Program dengan tema "Potensi Korupsi di Sektor Bisnis dan Teknik Pendampingan Yang Sah". Pelaksanaan Collaborative Learning Pertamina Stakeholders dengan tema antara lain "Antara Korupsi dan Keputusan Bisnis", "Manajemen Risiko Korupsi di BUMN", "Aspek Kerugian Negara dalam Pengelolaan BUMN sebagai Dasar Penyidikan", dan "Doktrin Business Judgement Rule" pada tanggal 3 - 6 Agustus 2022. <ul style="list-style-type: none"> The company's management through the Legal Counsel Function also accompanied the defendants and witnessed the trial process up to the verdict. Implementation of an Online Webinar with Online Law with the theme "Red-Plate Companies Losing Losses, Can Directors Be Convicted of Corruption? Let's get acquainted with the Business Judgment Rule Concept in SOEs with Pertamina", on Friday, November 18, 2022. Implementation of Pertamina Online Listening & Sharing with the theme "SOE Efforts to Avoid Giving/Soliciting related to Bribery and Gratification in the Company's Operational Activities" on Wednesday, September 21, 2022. Holding a Focus Group Discussion on the Legal Counsel Function of Pertamina Group 2022 with the theme "Red Thread of Abuse of Authority and Discretion between Administrative Law and Criminal/Corruption Law" on Monday, July 4, 2022. Implementation of a Legal Preventive Program with the theme "Potential for Corruption in the Business Sector and Legal Assistance Techniques". Implementation of Pertamina Stakeholders Collaborative Learning with themes including "Between Corruption and Business Decisions", "Corruption Risk Management in SOEs", "Aspects of State Losses in SOE Management as a Basis for Investigations", and "Doctrine of Business Judgment Rule" on 3 - August 6, 2022.

No	Permasalahan Hukum Legal Case	Pokok dan Nilai Perkara Subject and Value of The Case
	Risiko terhadap Perseroan Impact to the Company	
	Terkait perkara Tipikor ini menimbulkan risiko pencemaran nama baik perusahaan yang mencakup seluruh manajemen, pekerja dan <i>stakeholders</i> .	
	Related to this Corruption case raises the risk of defamation of the company's reputation which includes all management, workers and stakeholders.	

PERKARA HUKUM YANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI

Selama tahun 2022 tidak terdapat perkara yang melibatkan Dewan Komisaris maupun Direksi yang ditangani oleh Fungsi Legal Counsel.

SANKSI ADMINISTRATIF

Di tahun 2022, tidak ada sanksi administratif yang dikenakan kepada Perusahaan, anggota Dewan Komisaris, maupun Direksi oleh otoritas terkait pasar modal.

LEGAL CASES FACED BY THE BOARD OF COMMISSIONERS AND DIRECTORS

Throughout 2022 there were no cases involving the Board of Commissioners or Directors handled by the Legal Counsel Function.

ADMINISTRATIVE SANCTIONS

In 2022, no administrative sanctions imposed on the Company, members of the Board of Commissioners or Directors by capital market related authorities.



Akses Informasi dan Data Perusahaan

Access to Company Information and Data

PERTAMINA senantiasa memberikan kemudahan akses informasi dan data Perseroan. Penyebaran Informasi kepada seluruh pemangku kepentingan merupakan bagian penting dari implementasi prinsip GCG.

PERTAMINA selalu memberikan informasi yang lengkap, bermanfaat, dan termutakhir terkait pemberian informasi kepada Pemegang Saham dan para Pemangku Kepentingan. Pengungkapan informasi tersebut dilakukan oleh pejabat atau unit kerja sesuai dengan tugas, wewenang dan tanggung jawabnya.

Informasi-informasi yang relevan terkait Perseroan telah disampaikan melalui Laporan Manajemen Triwulanan dan Tahunan kepada Dewan Komisaris sebelum disampaikan kepada Pemegang Saham. Penyampaian Laporan Manajemen Tahunan kepada Pemegang Saham dan Dewan Komisaris senantiasa tepat waktu, yaitu sesuai dengan ketentuan yang ditetapkan.

Sesuai Undang-Undang Nomor 14 Tahun 2008 tentang Keterbukaan Informasi Publik. PERTAMINA menyediakan akses secara digital lewat laman, melalui <https://eppid.pertamina.com>, yang menampilkan halaman kanal berbagai informasi maupun data terkait PERTAMINA, baik dalam Bahasa Indonesia maupun Bahasa Inggris.

Sebagai dukungan pada keterbukaan informasi publik, PERTAMINA menerbitkan Pedoman Pengelolaan Layanan Informasi Publik, yang ditujukan agar pengelolaan dan pelaksanaan Layanan Informasi Publik dapat berjalan lebih terarah. Melalui Surat Keputusan Direktur Utama PT Pertamina (Persero) tentang Pejabat Pengelola Layanan Informasi Publik PERTAMINA yang ditetapkan pada Oktober 2020, telah diputuskan:

1. Menunjuk VP Corporate Communication PT Pertamina (Persero), sebagai Atasan Pejabat Pengelola Informasi dan Dokumentasi (Atasan PPID), yang bertugas untuk menetapkan kebijakan Layanan Informasi Publik PERTAMINA; dan
2. Manager Media Communication PT Pertamina (Persero) sebagai Pejabat Pengelola Informasi dan Dokumentasi (PPID) di PT Pertamina (Persero), yang bertugas mengelola Layanan Informasi Publik Pertamina.

PERTAMINA always provides easy access to Company information and data. Information dissemination to all stakeholders is an important part of implementing GCG principles.

PERTAMINA always provides complete, useful, and up-to-date information regarding the provision of information to Shareholders and Stakeholders. Disclosure of such information is conducted by officials or work units in accordance with their duties, authorities, and responsibilities.

Relevant information related to the Company has been submitted through the Quarterly and Annual Management Reports to the Board of Commissioners before being submitted to the Shareholders. Submission of the Annual Management Report to Shareholders and the Board of Commissioners is always on time, in accordance with the stipulated regulations.

In accordance with Law Number 14 of 2008 concerning Public Information Disclosure. PERTAMINA provides digital access via a website, <https://eppid.pertamina.com>, which displays a channel page for various information and data related to PERTAMINA, both in Indonesian and English.

As a form of support for public information disclosure, PERTAMINA released the public Information Service Management Guideline, which aims to ensure the Public Information Service has a more focused management and implementation. As of President Director's Decision Letter of PT Pertamina (Persero) on Management Officer of PERTAMINA's Public Information Service, which was stipulated on October 2020, the following has been decided:

1. Appointed VP Corporate Communication of PT Pertamina (Persero) as Head Management Officer of Information and Documentation (Atasan PPID), who oversees stipulating Public Information Service policy of PERTAMINA; and
2. Appointed Media Communication of PT Pertamina (Persero) as Management Officer of Information and Documentation (PPID) in PT Pertamina (Persero), who manages PERTAMINA's Public Information Service.

Pedoman Perilaku (Kode Etik)

Code of Conduct

PERTAMINA telah menyusun Pedoman Perilaku atau yang disebut juga *Code of Conduct* (CoC) sebagai bentuk komitmen dari etika bisnis serta sebagai landasan perilaku usaha. Seluruh Insan PERTAMINA harus menjadikan Kode Etik menjadi dasar sikap, perilaku dan tindakan dalam melakukan interaksi hubungan bisnis maupun hubungan kerja, dengan menerapkan prinsip-prinsip dasar yang ada pada visi, misi, dan nilai-nilai utama Perseroan serta memperhatikan kepatuhan pada peraturan internal dan eksternal yang berlaku.

ISI PEDOMAN PERILAKU

Pedoman Perilaku merupakan komitmen yang terdiri dari etika usaha perusahaan dan etika perilaku setiap insan PERTAMINA yang disusun untuk mempengaruhi, membentuk, mengatur dan melakukan kesesuaian perilaku berdasarkan prinsip-prinsip tata kelola perusahaan yang baik sehingga tercapai keluaran yang konsisten yang sesuai dengan budaya kerja dalam mencapai visi dan misinya.

Secara garis besar isi CoC PERTAMINA antara lain mengatur:

1. Insan PERTAMINA, yaitu Direksi, Dewan Komisaris, pekerja waktu tertentu, pekerja waktu tidak tertentu, dan tenaga kerja jasa penunjang yang bekerja di lingkungan Pertamina;
2. Pihak eksternal yang bertindak untuk dan atas nama PERTAMINA;
3. Anak Perusahaan dan struktur perusahaan di bawahnya, yaitu badan hukum/usaha lain yang dikendalikan oleh PERTAMINA, baik secara langsung maupun tidak langsung; dan
4. Mitra Kerja yang bekerja sama dengan PERTAMINA.

PERTAMINA has developed a Code of Conduct as a form of commitment to business ethics and as a basis for business behavior. All PERTAMINA Personnel are required to establish the Code of Conducts as the basis for attitudes, behaviors, and actions in conducting business and work relations interactions, by applying the basic principles contained in the vision, mission and main values of the Company as well as paying attention to compliance with applicable internal and external regulations.

CONTENTS OF THE CODE OF CONDUCT

The Code of Conduct is a commitment consisting of the company's business ethics and ethical behavior of every PERTAMINA employee which is structured to influence, shape, regulate and conform behavior based on the principles of good corporate governance thus consistent output is achieved in accordance with the work culture in achieving the vision and mission.

Broadly speaking, the contents of PERTAMINA's CoC include regulating:

1. PERTAMINA Personnel, including the Board of Directors, Board of Commissioners, contract employees, permanent employees, and supporting manpower working in the Pertamina environment;
2. External parties acting for and on behalf of PERTAMINA;
3. Subsidiaries and the company structure under them, including legal entities/other businesses controlled by PERTAMINA, whether directly or indirectly; and
4. Business partners cooperating with PERTAMINA.

PEMBERLAKUAN DAN PENERAPAN PEDOMAN PERILAKU

Pedoman Perilaku PERTAMINA berlaku bagi seluruh Insan PERTAMINA, mulai dari anggota Direksi, anggota Dewan Komisaris, organ pendukung Dewan Komisaris, dan karyawan Perseroan, tanpa kecuali. Setiap insan PERTAMINA wajib menandatangani pernyataan kepatuhan terhadap Pedoman Perilaku. Selain itu, Perseroan juga mewajibkan Mitra Bisnis untuk memenuhi ketentuan dalam Pedoman ini, dengan menandatangani dokumen Pakta Integritas yang merupakan Surat Pernyataan yang berisi ikrar untuk menjalankan proses pengadaan sesuai kode etik Perusahaan.

Penerapan Pedoman Perilaku Etika menjadi tanggung jawab seluruh insan Perusahaan. Dewan Komisaris dan Direksi bertanggung jawab atas penerapan kode etik di lingkungan Perusahaan dengan dibantu oleh EVP, SVP, kepala departemen, dan pejabat setingkatnya.

SOSIALISASI PEDOMAN PERILAKU

Pedoman Perilaku PERTAMINA disebarluaskan melalui berbagai sarana sosialisasi dan diseminasi informasi ke seluruh tingkatan organisasi.

ENFORCEMENT AND IMPLEMENTATION OF THE CODE OF CONDUCT

PERTAMINA's Code of Conduct applies to all PERTAMINA personnel, starting from members of the Board of Directors, members of the Board of Commissioners, supporting organs of the Board of Commissioners, and employees of the Company, without exception. Every PERTAMINA employee is required to sign a statement of compliance with the Code of Conducts. In addition, the Company also requires Business Partners to comply with the provisions of this Guideline, by signing an Integrity Pact document which is a Statement Letter containing a pledge to carry out the procurement process according to the Company's code of conducts.

The implementation of the Code of Ethical Conduct is the responsibility of all Company personnel. The Board of Commissioners and Directors are responsible for implementing the code of conducts within the Company with the assistance of EVP, SVP, heads of departments and officials at the same level.

DISSEMINATION OF THE CODE OF CONDUCTS

PERTAMINA's Code of Conduct is disseminated through various means of socialization and information dissemination to all levels of the organization.

Sistem Pelaporan Pelanggaran Whistleblowing System

PERTAMINA menyusun dan menerapkan Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) dalam rangka memberikan kesempatan kepada segenap Insan Perseroan dan pihak eksternal lainnya untuk dapat menyampaikan laporan mengenai dugaan pelanggaran terhadap prinsip-prinsip GCG serta nilai-nilai etika yang berlaku. Hal ini dilakukan sebagai wujud komitmen Perseroan untuk menyediakan sistem bagi penegakan prinsip-prinsip tata kelola perusahaan yang baik sehingga menciptakan situasi kerja yang bersih dan bertanggung jawab.

WBS dikelola Fungsi Investigation Audit, WBS & *Fraud Prevention* (IWF), bekerja sama dengan konsultan independen. Dalam menjalankan tugasnya, pihak-pihak tersebut mengacu pada prosedur pelaksanaan WBS yang dituangkan dalam Pedoman Pengelolaan Pengaduan No. A9-001/J00000/2022-S9 tanggal 19 Januari 2022.

PERTAMINA develops and implements a Whistleblowing System (WBS) in order to provide an opportunity for all Company personnel and other external parties to be able to submit reports regarding alleged violations of GCG principles and applicable ethical values. This is done as a form of the Company's commitment to provide a system for upholding the principles of good corporate governance to create a clean and responsible work situation.

WBS is managed by the Audit Investigation Function, WBS & Fraud Prevention (IWF), in collaboration with independent consultants. In carrying out their duties, these parties refer to the procedures for implementing the WBS as outlined in the Guidelines for Complaint Management No. A9-001/J00000/2022-S9 dated January 19, 2022.

MEKANISME PENYAMPAIAN LAPORAN

Penyampaian pelaporan dugaan pelanggaran terhadap prinsip-prinsip GCG serta nilai-nilai etika yang berlaku (*fraud & irregularities*) disampaikan melalui saluran pelaporan yang dikelola oleh Konsultan Independen dengan tata cara penyampaian pelaporan dijelaskan dalam Pedoman Pengelolaan Pengaduan. Saat ini, penyampaian pelaporan dugaan pelanggaran dapat dilakukan melalui saluran berikut:

REPORT SUBMISSION MECHANISM

Submission of reports of alleged violations of GCG principles and applicable ethical values (*fraud & irregularities*) is submitted through a reporting channel managed by an Independent Consultant with the procedure for submitting reports described in the Complaint Management Guidelines. Currently, submission of reports of alleged violations can be done through the following channels:

Saluran WBS yang Disediakan Provided WBS Channels	
Telepon Telephone	Pertamina Call Center 135 ext. 8
SMS	+62811 861 5000
Fax	+6221 381 5912
Email	pertaminaclean@tipoffs.com.sg
Website	https://pertaminaclean.tipoffs.info
Mail Box	Pertamina Clean PO Box 2600 JKP 10026

PERLINDUNGAN BAGI WHISTLEBLOWER

Perusahaan berkomitmen memberikan jaminan perlindungan bagi pelapor yang menyampaikan dugaan pelanggaran *fraud & irregularities* melalui saluran WBS sebagaimana tercantum dalam Perjanjian Kerja Bersama PT Pertamina (Persero) Tahun 2022-2024 dan Surat Keputusan (SK) Direktur Utama No. Kpts-12/C00000/2022-S0 tanggal 7 September 2022 tentang Kebijakan Perlindungan Terhadap Pelapor Dugaan Pelanggaran Prinsip Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*). Perlindungan serta jaminan kerahasiaan dan keamanan diberikan kepada pelapor internal maupun eksternal perusahaan yang mencakup:

1. Pelapor Internal akan mendapat perlindungan atas:
 - a. Pemutusan Hubungan Kerja yang tidak adil
 - b. Penurunan jabatan atau golongan
 - c. Pelecehan atau diskriminasi dalam segala bentuk
 - d. Catatan merugikan dalam personal *file record*
 - e. Perlakuan merugikan lainnya.
2. Pelapor Eksternal akan mendapat perlindungan atas:
 - a. Diskriminasi dalam kerja sama usaha
 - b. Diskriminasi dalam pemberian pelayanan

Perlindungan juga diberikan kepada pelapor yang menjadi *Justice Collaborator*. Apabila dalam proses investigasi pelapor terbukti ikut bersalah dalam pelanggaran yang dilaporkan, maka kesaksiannya dapat dijadikan pertimbangan yang meringankan terhadap sanksi yang akan direkomendasikan.

PROSES TINDAK LANJUT ATAS LAPORAN PELANGGARAN

Perusahaan berkewajiban menindaklanjuti pengaduan sampai dengan pengenaan sanksi kepada pihak-pihak yang bertanggung jawab. Fungsi Internal Audit akan melakukan analisis awal atas setiap pengaduan *in scope* yang diterima yaitu pengaduan kategori *fraud* maupun pengaduan kategori *irregularities* (pelanggaran peraturan perusahaan lainnya). Analisis Awal merupakan kegiatan analisis yang dilakukan atas pengaduan berindikasi *fraud & irregularities* untuk menentukan apakah pengaduan dilanjutkan ke tahap penanganan atau ditutup. Pengaduan yang memuat indikasi awal yang cukup mengenai dugaan terjadinya

PROTECTION FOR WHISTLEBLOWERS

The Company is committed to provide guaranteed protection for reporters who submit allegations of fraud & irregularities through the WBS channel as stated in the 2022-2024 of PT Pertamina (Persero) Collective Labor Agreement and the President Director's Decision Letter No. Kpts-12/C00000/2022-S0 dated September 7, 2022 concerning Policies for the Protection of Reporters of Alleged Violations of the Principles of Good Corporate Governance. Protection and guarantees of confidentiality and security are provided to the company's internal and external reporters which include:

1. Internal Reporters will receive protection for:
 - a. Unfair Termination of Employment
 - b. Demotion of position or rank
 - c. Harassment or discrimination in all forms
 - d. Adverse records in personal file
 - e. Other adverse actions
2. External Reporters will receive protection for:
 - a. Discrimination in business cooperation
 - b. Discrimination in service delivery

Protection is also provided to reporters who become Justice Collaborators. If during the investigation process the reporter is proven to be guilty of the reported violation, then his testimony can be used as a mitigating consideration for the sanction that will be recommended.

FOLLOW-UP PROCESS ON VIOLATION REPORTS

The Company is obliged to follow up on complaints up to the imposition of sanctions on the responsible parties. The Internal Audit function will conduct an initial analysis of every in-scope complaint received, namely complaints in the category of fraud and complaints in the category of irregularities (violations of other company regulations). Preliminary Analysis is an analysis activity carried out on complaints indicating fraud & irregularities to determine whether the complaint will proceed to the handling stage or be closed. Complaints that contain sufficient initial indications regarding the alleged occurrence of fraud will be

fraud akan ditangani lebih lanjut oleh Fungsi Internal Audit melalui penelaahan dan audit investigasi sesuai TKO Pengelolaan Penelaahan dan Audit Investigasi No. B-001/J00000/2015-S9 Revisi ke-4 yang secara umum mencakup tahapan perencanaan, pelaksanaan, dan pelaporan. Sementara itu pengaduan dengan indikasi *irregularities* akan ditangani oleh Fungsi Pengawas Terkait. Apabila hasil penanganan oleh Fungsi Internal Audit atau Fungsi Pengawas Terkait atas suatu materi pengaduan disimpulkan terbukti, maka hasil penanganan tersebut akan menjadi dasar bagi Komite Disiplin untuk memberikan sanksi kepada pihak-pihak yang bertanggung jawab sesuai Surat Keputusan No. Kpts-01/C0000/2021-S8 tentang Komite Disiplin.

handled further by the Internal Audit Function through a review and investigative audit in accordance with TKO Management of Review and Audit Investigation No. B-001/J00000/2015-S9 4th Revision which generally includes the stages of planning, implementation, and reporting. Meanwhile, complaints with indications of irregularities will be handled by the Related Oversight Function. If the results of the handling by the Internal Audit Function or the Related Oversight Function of a material complaint are concluded to be proven, then the results of the handling will become the basis for the Disciplinary Committee to impose sanctions on the responsible parties in accordance with Decision Letter No. Kpts-01/C0000/2021-S8 concerning the Disciplinary Committee.



LAPORAN WBS TAHUN 2022

Sepanjang tahun 2020 s.d. 2022, PERTAMINA secara kumulatif menerima 509 pengaduan dengan kategori *in scope (fraud & irregularities)* dari kanal WBS, dengan rincian sebagai berikut:

2022 WBS REPORT

Throughout 2020 to 2022, PERTAMINA has received cumulatively 509 complaints in the in scope category (fraud & irregularities) from the WBS channel, with the following details:

Jumlah Pengaduan dan Bentuk Pelanggaran yang Dilaporkan melalui WBS Number and Forms of Violations Reported Through WBS			
Bentuk Pelanggaran Form of Violation	2022	2021	2020
Penyuapan Bribery	8	35	39
Konflik Kepentingan Conflict of Interest	14	20	26
Gratifikasi Illegal Gratuities	1	4	-
Pemerasan Economic Extortion	13	7	2
Kas Cash	8	19	8
Persediaan & Aset Lainnya Inventory & Other Asset	31	52	36
Etik Ethics	26	9	2
Pelecehan Harassment	9	3	3
Sumber Daya Manusia Human Capital	20	7	1
Permasalahan Tanah Land Affair	3	11	4
Kesehatan, Keselamatan, Keamanan & Lingkungan Health, Safety, Security, & Environment	7	8	9
Lainnya Others	16	26	22
Jumlah Total	156	201	152

Keterangan:

- Terdapat perubahan klasifikasi bentuk pelanggaran (*form of violation*). Klasifikasi *fraud* diubah mengikuti *the fraud tree occupational fraud and abuse classification system* oleh The Association of Certified Fraud Examiners (ACFE).
- Terdapat revisi jumlah pengaduan Tahun 2020 menjadi 152 pengaduan (pada Laporan tahun sebelumnya 155 pengaduan) disebabkan perubahan *cut off* penarikan data pengaduan. Di tahun 2020, jumlah pengaduan dihitung berdasarkan tanggal diterimanya pengaduan oleh Deloitte pertama kali, sementara untuk data tahun 2021 dan 2022 data pengaduan dihitung berdasarkan tanggal diterimanya pengaduan oleh Fungsi WBS Pertamina melalui saluran Halo Deloitte. Deloitte memiliki SLA untuk meneruskan pengaduan ke Fungsi WBS Pertamina (melalui saluran Halo Deloitte) maksimal 10 hari. Pada akhir Desember 2020, terdapat 3 pengaduan yang diterima oleh Deloitte namun pengaduan tersebut diteruskan ke Fungsi WBS Pertamina melalui saluran Halo Deloitte di Januari 2021, sehingga terdapat duplikasi perhitungan sebanyak 3 pengaduan di tahun 2020 dan 2021. Dalam laporan ini, perhitungan 3 (tiga) pengaduan di tahun 2020 dalam tabel diatas dikeluarkan sehingga menjadi 152 pengaduan.
- Data pengaduan tahun 2022 disajikan sampai dengan 30 November 2022 sesuai pengukuran kinerja pengelolaan pengaduan

Information:

- There was a change in the classification of the form of violation. Fraud classification was changed following the fraud tree occupational fraud and abuse classification system by The Association of Certified Fraud Examiners (ACFE).
- There was a revision to the number of complaints in 2020 to 152 complaints (in the previous year's report there were 155 complaints) due to changes in the cut off for withdrawing complaint data. In 2020, the number of complaints was calculated based on the date when the complaint was received by Deloitte for the first time, while for data for 2021 and 2022 the complaint data was calculated based on the date when the complaint was received by the Pertamina WBS Function through the Halo Deloitte channel. Deloitte has an SLA to forward complaints to Pertamina's WBS Function (via the Halo Deloitte channel) for a maximum of 10 days. At the end of December 2020, there were 3 complaints received by Deloitte but these complaints were forwarded to the Pertamina WBS Function via the Halo Deloitte channel in January 2021, so there was a duplicate calculation of 3 complaints in 2020 and 2021. In this report, the calculation of 3 (three) complaints in 2020 in the table above were issued thus there were 152 complaints.
- Complaint data for 2022 was presented up to November 30, 2022 according to complaints management performance measurement.

Jumlah Pengaduan WBS dan Tingkat Tindak Lanjut

Number of WBS Violations and Follow-Up Rate in 2022

Tahun Year	Jumlah Pengaduan Number of Violation Reports	Jumlah Selesai Ditindaklanjuti (Analisis Awal) Number of Resolved Reports	Persentase Percentage
2020	152	152	100
2021	201	189	94.03
2022	156	96	61.54
Total 2020 s.d. 2022	509	437	85.85

Keterangan:

Data WBS Tahun 2020 s.d. 2022 merupakan data pengaduan yang bersumber dari kanal WBS yang diterima melalui Konsultan WBS.

Remarks:

WBS data for 2020 to 2022 was complaint data sourced from the WBS channel received through the WBS Consultant.

Kinerja pengelolaan pengaduan diukur secara akumulasi berdasarkan laporan pengaduan yang diterima dan telah dilakukan analisis awal oleh Fungsi WBS. Jumlah laporan pengaduan selama Januari 2020 s.d. 2022 sebanyak 509 pengaduan dengan kategori *in scope* (*fraud & irregularities*). Dari jumlah tersebut, pengaduan yang telah dilakukan analisis awal sampai dengan 2022 sebanyak 437 pengaduan. Dengan demikian, capaian kinerja pengelolaan pengaduan adalah sebesar 85,85% (melebihi target KPI 81%).

Complaint management performance is measured cumulatively based on the complaint reports received and an initial analysis has been carried out by the WBS Function. Number of complaints reports from January 2020 to 2022 as many as 509 complaints in the in scope category (*fraud & irregularities*). Of these, the initial analysis of complaints carried out up to 2022 was 437 complaints. Thus, the accomplishment of complaint management performance was 85.85% (exceeding the KPI target of 81%).



Kebijakan Anti Korupsi dan Gratifikasi

Anti-Corruption and Gratification Policy

PERTAMINA telah memperoleh sertifikasi ISO 37000:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP). Dengan diperolehnya sertifikat tersebut diharapkan seluruh jajaran manajemen dan karyawan Perseroan dapat selalu berkomitmen untuk menghindari tindakan, perilaku ataupun perbuatan-perbuatan yang dapat menimbulkan konflik kepentingan, korupsi, kolusi maupun nepotisme. Beberapa *subholding*, unit bisnis, dan anak usaha telah memiliki sertifikasi SMAP tersebut.

PERTAMINA berkomitmen untuk melakukan pengawasan terhadap kebijakan tersebut dan sosialisasi mengenai hal ini telah dilaksanakan dalam berbagai program untuk menumbuhkan budaya anti Gratifikasi dan Suap di lingkungan perusahaan dan entitas anak. Antara lain dengan melakukan kegiatan internalisasi GCG, mencetak buku pedoman pengendalian gratifikasi, mencetak banner yang ditempatkan di tempat yang mudah dilihat karyawan, sosialisasi melalui media intranet dan media cetak. Perseroan memberikan konsekuensi tidak dipatuhinya kebijakan ini dapat mengakibatkan tindakan serius berupa sanksi disiplin, pemutusan hubungan kerja, pelanggaran perdata dan/atau pidana.

Selain itu, PERTAMINA juga memiliki Pedoman Gratifikasi yang memuat ketentuan mengenai gratifikasi yang dikecualikan dan mekanisme pelaporannya No. A09-001/N00000/2021-S0. PERTAMINA telah membentuk Unit Pengendalian Gratifikasi (UPG) PERTAMINA, yang dibentuk berdasarkan Pedoman Unit Pengendalian Gratifikasi No. A09-001/N00200/2022-S0. UPG menyampaikan laporan secara berkala dan berkoordinasi dengan KPK untuk laporan gratifikasi yang masuk dalam ranah KPK. Adapun total pelaporan Gratifikasi yang telah di proses ke KPK selama tahun 2022 sebanyak 23 (dua puluh tiga) laporan.

PERTAMINA has obtained ISO 37000:2016 certification regarding the Anti-Bribery Management System (SMAP). By obtaining this certificate, it is expected that all levels of management and employees of the Company will always be committed to avoid actions, behaviors, or activities that can lead to conflicts of interest, corruption, collusion or nepotism. Several subholdings, business units and subsidiaries already have SMAP certification.

PERTAMINA is committed to overseeing this policy and outreach regarding this matter has been carried out in various programs to foster an anti-Gratitude and Bribery culture within the company and its subsidiaries. Among other things, by carrying out GCG internalization activities, printing gratification control handbooks, printing banners placed in places that are easily seen by employees, outreach through intranet media and print media. The Company gives the consequence that non-compliance with this policy may result in serious action in the form of disciplinary sanctions, termination of employment, civil and/or criminal violations.

In addition, PERTAMINA also has a Gratification Guideline which contains provisions regarding exempted gratification and its reporting mechanism No. A09-001/N00000/2021-S0. PERTAMINA has established a Gratification Control Unit (UPG) PERTAMINA, which was formed based on Gratification Control Unit Guidelines No. A09-001/N00200/2022-S0. UPG submits reports periodically and coordinates with the Corruption Eradication Commission for gratification reports that fall within the scope of the KPK. The total Gratification reports processed to the KPK during 2022 were 23 (twenty three) reports.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) State Officials Wealth Report (LHKPN)

Sebagai perusahaan milik negara, PERTAMINA turut menerapkan pelaporan LHKPN bagi pejabat Perseroan, dalam rangka mencegah praktik korupsi, kolusi dan nepotisme dalam penyelenggaraan negara.

Dasar ketentuan yang digunakan yaitu:

1. Undang-Undang No. 28 Tahun 1999 tentang Penyelenggara Negara Yang Bersih Dan Bebas Dari Korupsi, Kolusi Dan Nepotisme;
2. Peraturan Komisi Pemberantasan Korupsi Republik Indonesia No. 7 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara;
3. Peraturan Komisi Pemberantasan Korupsi Republik Indonesia No. 2 Tahun 2020; sebagai Perubahan atas Peraturan Komisi Pemberantasan Korupsi No. 7 Tahun 2016;
4. Pedoman Pengelolaan Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) No. A13-001/N00200/2021-S9;
5. Surat Keputusan Direktur Utama PT Pertamina (Persero) No. 3 Tahun 2021 tentang Kewajiban Penyampaian LHKPN di PT Pertamina dan Anak Perusahaan.

LHKPN disampaikan kepada Komisi Pemberantasan Korupsi dan informasinya dapat diakses oleh publik melalui *website* www.kpk.go.id.

Pengelolaan kegiatan LHKPN di PERTAMINA berada di bawah Divisi Compliance & Ethics.

Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) diatur dalam SK Direktur Utama, tentang Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di PT Pertamina (Persero) dan Anak Perusahaan. Dalam pelaksanaannya, SK tersebut dilengkapi dengan Pedoman Kewajiban Menyampaikan LHKPN.

As a state-owned company, PERTAMINA also implements LHKPN reporting for Company officials, in order to prevent corruption, collusion and nepotism in the state administration.

Basic Provisions used are:

1. Law No. 28 of 1999 concerning State Administrators who are clean and free from corruption, collusion, and nepotism;
2. Corruption Eradication Commission of the Republic of Indonesia Regulation No. 7 of 2016 concerning Procedures for Registration, Announcement and Examination of the Assets of State Administrators;
3. Corruption Eradication Commission of the Republic of Indonesia Regulation No. 2 of 2020; as Amendment to Corruption Eradication Commission Regulation No. 7 of 2016;
4. Guidelines for Management of Obligations for Submission of State Officials' Wealth Reports (LHKPN) No. A13-001/N00200/2021-S9;
5. President Director's Decision Letter of PT Pertamina (Persero) No. 3 of 2021 concerning the Obligation to Submit LHKPN at PT Pertamina and its Subsidiaries.

LHKPN is submitted to the Corruption Eradication Commission and the information is accessible by the public through the *website* www.kpk.go.id

The management of LHKPN activities at PERTAMINA is under the Compliance & Ethics Division.

Submission of State Officials Wealth Reports (LHKPN) is regulated in the President Director's Decision Letter, concerning Obligations to Submit State Officials Wealth Reports (LHKPN) at PT Pertamina (Persero) and Subsidiaries. In practice, the SK is accompanied by Guidelines for Obligation to Submit LHKPN.