

## REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Kebijakan penetapan remunerasi Dewan Komisaris dan Direksi di lingkungan Perusahaan mengacu pada Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN disertai perubahannya yaitu yang terakhir Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam Atas Peraturan Menteri Badan Usaha Milik Negara No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN serta Surat Keputusan Menteri BUMN No. SR-79/Wk1.MBU.D/10/2021 tanggal 5 Oktober 2021 tentang Penetapan Penghasilan Direksi dan Dewan Komisaris PTPI Tahun 2021.

### Prosedur Pengusulan hingga Penetapan Remunerasi Dewan Komisaris dan Direksi

Proses penetapan remunerasi berdasarkan hasil kajian yang memperhatikan sejumlah indikator, yakni hasil kinerja keuangan Perusahaan dan pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan yang berlaku, kewajaran dengan *peer Group*, dan pertimbangan sasaran dan strategi jangka panjang Perusahaan.

Perusahaan memberikan penghargaan yang layak berupa penghasilan yang memberikan motivasi kepada Dewan Komisaris dan Direksi atas kontribusinya terhadap Perusahaan. Pemberian remunerasi Dewan Komisaris dan Direksi tidak hanya didasarkan kepada *Key Performance Indicator* (KPI) tahunan, tetapi juga pencapaian jangka pendek maupun panjang sebagai hasil dari sistem yang telah dibangun. Persetujuan pemberian remunerasi Dewan Komisaris dan Direksi ditetapkan oleh RUPS. Berdasarkan peraturan BUMN, Pemegang Saham menetapkan penyesuaian remunerasi Dewan Komisaris dan Direksi dengan pertimbangan:

1. Faktor Skala Usaha;
2. Faktor Kompleksitas Usaha;
3. Tingkat Inflasi;
4. Kondisi dan Kemampuan Perusahaan.

Apabila perhitungan honorarium dengan memperhatikan faktor-faktor yang menyebabkan honorarium lebih rendah dari pada tahun sebelumnya, maka honorarium yang dipakai adalah sama dengan honorarium tahun sebelumnya. Adapun mekanisme pemberian kompensasi bagi Dewan Komisaris dan Direksi adalah sebagai berikut:

1. Dewan Komisaris melakukan penelaahan atas kompensasi yang diberikan di pasar untuk pekerjaan yang bersangkutan pada perusahaan lainnya dengan bidang usaha dan status yang sama;
2. Dengan memperhitungkan kinerja usaha Perusahaan

## BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

The policy for determining the Company's Board of Commissioners and the Board of Directors remuneration refers to the Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs, as amended by the latest Minister of SOE Regulation No. PER-13/MBU/09/2021 dated September 24, 2021 as the Sixth Amendment to the Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Board of Directors, Board of Commissioners, and Supervisory Board of SOEs, as well as Minister of SOEs Decree No. SR-79/Wk1.MBU.D/10/2021 dated October 5, 2021 concerning Determining the Income for the Board of Directors and Board of Commissioners of PTPI for 2021.

### Procedure for Proposing for Determination the Board of Commissioners and the Board of Directors Remuneration

The process for determining the remuneration is based on review results and by taking into account several indicators including: financial performance results and fulfillment of reserves as regulated in applicable laws and regulations, fairness with peer groups, and consideration of the Company's long-term goals and strategies.

The Company provides appropriate reward in the form of income to motivate the Board of Commissioners and Board of Directors for their contribution to the Company. The remuneration to the Board of Commissioners and Board of Directors is not only based on the annual Key Performance Indicator (KPI), but also on the achievements of short and long term targets as a result of the developed system. Approval for the Board of Commissioners and Board of Directors remuneration is determined by the GMS. Based on SOE regulations, Shareholders determine the remuneration based on:

1. Business Scale Factor;
2. Business Complexity Factor;
3. Inflation Rate;
4. Conditions and Capabilities of the Company.

In the event that the honorarium calculated by taking into account the factors resulting in the honorarium to be lower than in the previous year, the honorarium used is the honorarium in the previous year. The mechanism for compensation proposal of the Board of Commissioners and Board of Directors is as follows:

1. The Board of Commissioners reviews the compensation in the market conditions for similar work in other companies in the same line of business and status;

- dan kontribusi masing-masing individu, kemudian dilakukan pembahasan oleh Dewan Komisaris untuk menyiapkan rekomendasi;
3. Usulan remunerasi anggota Dewan Komisaris disampaikan kepada Pemegang Saham untuk pembahasan dan persetujuan dalam RUPS;
  4. RUPS memberikan persetujuan dan menetapkan remunerasi Dewan Komisaris. Skema Pemberian Remunerasi Dewan Komisaris Perusahaan sebagai berikut:
2. After taking into account the Company's business performance and the contribution of each individual, the Board of Commissioners discusses and then prepares its recommendations;
  3. A proposal for members of the Board of Commissioners remuneration is submitted to Shareholders for discussion and approval at the GMS.
  4. The GMS approves and determines the remuneration of the Board of Commissioners. The Remuneration Scheme of the Company is as follows:

**Prosedur Pengusulan Remunerasi Dewan Komisaris dan Direksi Hingga Penetapan oleh RUPS**  
Procedure for Proposing the Board of Commissioners and Board of Directors Remuneration up to the GMS Resolution



## Struktur Remunerasi Dewan Komisaris dan Direksi

Struktur remunerasi Dewan Komisaris dan Direksi mengacu kepada Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN beserta perubahannya. Berdasarkan peraturan tersebut, komponen penghasilan Dewan Komisaris terdiri dari:

## Board of Commissioners and Board of Directors Remuneration Structure

The Board of Commissioners and the Board of Directors remuneration structure refers to Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs and their amendments. Based on these regulations, the components of the Board of Commissioners' income consist of:

### Komponen dan Struktur Remunerasi Remuneration Component and Structure

Dewan Komisaris Board of Commissioners	Direksi Board of Directors
<b>Gaji/Honor</b> Salary/Honorarium	
<p>Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota dewan komisaris perusahaan, dengan ketentuan sebagai berikut:</p> <ul style="list-style-type: none"> <li>Perhitungan gaji Komisaris Utama sebesar 45% dari gaji Direktur Utama;</li> <li>Perhitungan gaji Komisaris sebesar 90% dari gaji Komisaris Utama.</li> </ul> <p>Fixed income in the form of money received every month based on their position as a member of the Company's Board of Commissioners, with the following terms:</p> <ul style="list-style-type: none"> <li>The President Commissioner's salary is 45% of the President Director's salary;</li> <li>Other Commissioners' salaries are 90% of the President Commissioner's salary.</li> </ul>	<p>Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Direksi perusahaan, dengan ketentuan sebagai berikut:</p> <ul style="list-style-type: none"> <li>Gaji Direktur Utama ditetapkan Menggunakan Pedoman Kementerian BUMN;</li> <li>Perhitungan gaji Wakil Direktur Utama sebesar 95% dari gaji Direktur Utama;</li> <li>Perhitungan gaji Direktur Lainnya sebesar 85% dari gaji Direktur Utama.</li> </ul> <p>Fixed income in the form of money received every month based on their position as a member of the Company's Board of Directors, with the following terms:</p> <ul style="list-style-type: none"> <li>The President Directors' salary is determined using Ministry of SOEs Guidelines;</li> <li>Calculation of the salary of the Vice President Director of 95% of the salary of the President Director;</li> <li>Other Directors' salaries are 85% of the President Director's salary.</li> </ul>
<b>Tunjangan</b> Allowances	
<p>Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota dewan komisaris selain honorarium, yang dapat berupa:</p> <ul style="list-style-type: none"> <li>Tunjangan hari raya, diberikan paling banyak 1 (satu) kali honorarium di setiap tahunnya;</li> <li>Tunjangan transportasi diberikan 20% dari honorarium per bulan;</li> <li>Asuransi purna jabatan, diberikan dengan ketentuan premi yang ditanggung perusahaan paling banyak 25% dari honorarium per tahun.</li> </ul> <p>Income in the form of money or which can be valued with money received at a certain time by members of the board of commissioners other than honorarium, which can be in the form of:</p> <ul style="list-style-type: none"> <li>Holiday allowance, given at most 1 (one) time honorarium in each year;</li> <li>Transportation allowance is given 20% of the honorarium per month;</li> <li>Post-employment insurance, provided with the condition that the premium borne by the company is a maximum of 25% of the honorarium per year.</li> </ul>	<p>Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota direksi selain gaji, yang dapat berupa:</p> <ul style="list-style-type: none"> <li>Tunjangan hari raya, diberikan paling banyak 1 (satu) kali gaji di setiap tahunnya;</li> <li>Tunjangan perumahan diberikan sebesar Rp27.500.000 per bulan apabila perusahaan tidak menyediakan rumah jabatan;</li> <li>Asuransi purna jabatan, diberikan dengan ketentuan premi yang ditanggung perusahaan paling banyak 25% dari gaji per tahun.</li> </ul> <p>Income in the form of money or which can be valued with money received at a certain time by members of the board of directors other than salary, which can be in the form of:</p> <ul style="list-style-type: none"> <li>Holiday allowance, given at most 1 (one) time salary in each year;</li> <li>Housing allowance is given in the amount of Rp27,500,000 per month if the company does not provide a house for office.</li> <li>Post-employment insurance, provided with the condition that the premium borne by the company is a maximum of 25% of the salary per year.</li> </ul>

## Komponen dan Struktur Remunerasi Remuneration Component and Structure

Dewan Komisaris Board of Commissioners	Direksi Board of Directors
<p><b>Fasilitas</b> Facilities</p> <p>Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Dewan Komisaris dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan, yang dapat berupa:</p> <ul style="list-style-type: none"> <li>Fasilitas kesehatan, diberikan dalam bentuk penggantian biaya pengobatan (<i>at cost</i>);</li> <li>Fasilitas bantuan hukum, diberikan jika diperlukan, dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan perusahaan.</li> </ul> <p>Income in the form of facilities and/or benefits and/or guarantees used/used by members of the board of commissioners in the context of carrying out their duties, authorities, obligations and responsibilities based on laws and regulations, which can be in the form of:</p> <ul style="list-style-type: none"> <li>Health facilities, provided in the form of reimbursement of medical expenses (<i>at cost</i>);</li> <li>Legal aid facilities, provided if needed, in the event of an action/ deed for and against name of the position related to the company.</li> </ul>	<p>Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Direksi dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan, yang dapat berupa:</p> <ul style="list-style-type: none"> <li>Fasilitas kendaraan, diberikan sebanyak 1 (satu) unit kendaraan dinas beserta biaya pemeliharaan dan operasional dengan spesifikasi dan standar sesuai faktor jabatan;</li> <li>Fasilitas kesehatan, diberikan dalam bentuk penggantian biaya pengobatan (<i>at cost</i>);</li> <li>Fasilitas bantuan hukum, diberikan jika diperlukan, dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan perusahaan.</li> </ul> <p>Income in the form of facilities and/or benefits and/or guarantees used/used by members of the board of directors in the context of carrying out their duties, authorities, obligations and responsibilities based on laws and regulations, which can be in the form of:</p> <ul style="list-style-type: none"> <li>Vehicle facilities, provided as much as 1 (one) unit of official vehicle along with maintenance and operational costs with specifications and standards according to job factors;</li> <li>Health facilities, provided in the form of reimbursement of medical expenses (<i>at cost</i>);</li> <li>Legal aid facilities, provided if needed, in the event of an action/ deed for and on behalf of the position related to the company.</li> </ul>
<p><b>Tantiem</b> Incentive</p> <ul style="list-style-type: none"> <li>Tantiem adalah penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris apabila memperoleh laba dan tidak mengalami akumulasi kerugian. Perusahaan dapat memberikan tantiem kepada anggota Dewan Komisaris berdasarkan penetapan RUPS dalam pengesahan laporan tahunan apabila realisasi pencapaian <i>key performance indicators</i> melebihi 100%;</li> <li>Insentif kinerja adalah penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris;</li> <li>Perhitungan tantiem/insentif kinerja bagi Dewan Komisaris adalah sebagai berikut: <ul style="list-style-type: none"> <li>Perhitungan tantiem/insentif kinerja komisaris Utama sebesar 45% dari tantiem/insentif kinerja Direktur utama;</li> <li>Perhitungan komisaris lainnya sebesar 90% dari tantiem/insentif kinerja Komisaris Utama</li> </ul> </li> <li>Tantiem is income which is an award given to members of the Board of Commissioners if the Company earn profits and do not accumulate losses. The Company can give bonuses to members of the board of commissioners based on the determination of the GMS in the ratification of the annual report if the realization of key performance indicators exceeds 100%;</li> <li>Performance incentives are income which is an award given to members of the Board of Commissioners;</li> <li>The calculation of performance bonuses/incentives for the Board of Commissioners is as follows: <ul style="list-style-type: none"> <li>The calculation of the tantiem/performance incentive of the President Commissioner is 45% of the tantiem/performance incentive of the President Director;</li> <li>The calculation of other commissioners is 90% of the tantiem/performance incentive of the President Commissioner.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tantiem yaitu penghasilan yang merupakan penghargaan yang diberikan kepada anggota Direksi BUMN apabila memperoleh laba dan tidak mengalami akumulasi kerugian.</li> <li>Tantiem dapat diberikan sebagai tambahan berupa penghargaan jangka panjang (<i>long term incentive/Iti</i>). Perusahaan dapat memberikan tantiem kepada anggota direksi berdasarkan penetapan RUPS dalam pengesahan laporan tahunan apabila realisasi pencapaian <i>key performance indicators</i> melebihi 100%;</li> <li>Insentif kinerja, yaitu penghasilan yang merupakan penghargaan yang diberikan kepada anggota direksi apabila terjadi peningkatan kinerja walaupun masih mengalami kerugian atau akumulasi kerugian;</li> <li>Perhitungan tantiem/insentif kinerja bagi direksi adalah sebagai berikut: <ul style="list-style-type: none"> <li>Tantiem/insentif kinerja Direktur Utama ditetapkan dengan menggunakan pedoman Kementerian BUMN;</li> <li>Perhitungan tantiem/insentif kinerja Wakil Direktur Utama sebesar 90% tantiem/insentif kinerja gaji Direktur Utama</li> <li>Perhitungan tantiem/insentif kinerja Direktur lainnya sebesar 85% tantiem/insentif kinerja gaji Direktur Utama</li> </ul> </li> <li>Tantiem is income which is an award given to members of the Board of Directors of SOEs if the Company earn profits and do not accumulate losses.</li> <li>Tantiem can be given in addition to long-term incentives (ITI). The company can give bonuses to members of the board of directors based on the determination of the GMS in the ratification of the annual report if the realization of key performance indicators exceeds 100%;</li> <li>Performance incentives, namely income which is an award given to members of the board of directors if there is an increase in performance even though they are still experiencing losses or accumulated losses;</li> <li>The tantiem/performance incentives calculation for the Board of Directors is as follows: <ul style="list-style-type: none"> <li>The President Director's tantiem/performance incentives are determined using the Ministry of SOEs guidelines;</li> <li>Calculation of the Vice President Director's tantiem/performance incentive at 90% tantiem/performance incentives of the President Director's salary</li> <li>Calculation of other Directors' tantiem/performance incentives at 85% tantiem/performance incentives of the President Director's salary</li> </ul> </li> </ul>

## Komponen dan Struktur Remunerasi Remuneration Component and Structure

Dewan Komisaris Board of Commissioners	Direksi Board of Directors
<b>Pajak atas Honorarium, Tunjangan dan Fasilitas</b> Tax on Honorarium, Allowances and Facilities	
Ditanggung dan menjadi beban Perusahaan. Sedangkan pajak atas tantiem/insentif Kinerja bagi Dewan Komisaris ditanggung dan menjadi beban masing-masing anggota Dewan Komisaris. Borne and company expense. Meanwhile, taxes on performance bonuses/incentives for the Board of Commissioners are borne and by each member of the Board of Commissioners expense.	Ditanggung dan menjadi beban Perusahaan. Sedangkan pajak atas tantiem/insentif Kinerja bagi Direksi ditanggung dan menjadi beban masing-masing Direksi. Borne and company expense. Meanwhile, taxes on performance bonuses/incentives for the Board of Directors are borne and by the respective Directors expense.

### Kebijakan Dasar terkait Indikator Penetapan Remunerasi Dewan Komisaris dan Direksi

Penyusunan struktur, kebijakan, dan besaran remunerasi Dewan Komisaris dan Direksi harus memperhatikan hal-hal sebagai berikut:

1. Remunerasi yang berlaku pada industri sesuai dengan kegiatan usaha dan skala usaha dari emiten atau perusahaan publik sejenis;
2. Tugas, tanggung jawab, dan wewenang anggota Direksi dan/atau anggota Dewan Komisaris dikaitkan dengan pencapaian tujuan dan kinerja Perusahaan;
3. Target kinerja atau kinerja masing-masing anggota Direksi dan/atau anggota Dewan Komisaris;
4. Keseimbangan tunjangan antara yang bersifat tetap dan bersifat variabel;
5. Kesesuaian peraturan dan perundang-undangan di bidang perpajakan dan ketenagakerjaan;
6. Asas keterbukaan, keseimbangan internal serta kompetitif dengan perusahaan lain di luar Perusahaan.

Penetapan remunerasi Direktur Utama sebagai acuan dalam perhitungan Dewan Komisaris dan anggota Direksi lainnya didasarkan pada pencapaian kinerja Perusahaan, yaitu:

1. Pencapaian pendapatan Perusahaan;
2. Peningkatan aktiva Perusahaan;
3. Pencapaian laba Perusahaan;
4. Peningkatan EBITDA margin;
5. Peningkatan skor KPI dari periode sebelumnya.

### Principal Policy related to Indicators to Determine the Remuneration of the Board of Commissioners and Board of Directors

The remuneration structure, policies, and amount for the Board of Commissioners and Board of Directors must consider the following matters:

1. Remuneration applicable to the industry in accordance with the business activities and business scale of similar issuers or public companies;
2. The duties, responsibilities and authorities of members of the Board of Directors and/or members of the Board of Commissioners related to the achievement of the Company's goals and performance;
3. Collegial and Individual Performance targets of each member of the Board of Directors and/or members of the Board of Commissioners;
4. Balance between fixed and variable benefits;
5. Compliance with taxation and employment laws and regulations;
6. The principles of transparency, internal balance, and competitiveness with other companies.

The determination of the President Director' remuneration is the reference for calculating the Board of Commissioners and other Directors remuneration, and is based on the Company's performance achievement, namely:

1. The Company's revenue achievement;
2. Increase in the Company's assets;
3. The Company's profit achievement;
4. Increased EBITDA margin;
5. Improvement in KPI scores compared to the previous period.

### Perhitungan Besaran Remunerasi Dewan Komisaris dan Direksi (Sesuai Peraturan Menteri Negara BUMN No. PER-01/ MBU/05/2019)

Remuneration Formulation for the Board of Commissioners and Board of Directors  
(In Accordance with the Minister of SOEs Regulation No. PER-01/MBU/05/2019)

Jabatan Position	Besaran Quantity
Direktur Utama President Director	100% (ditetapkan dengan menggunakan pedoman Kementerian BUMN) 100% (determined using Ministry of SOEs guidelines)
Wakil Direktur Utama Vice President Director	Sebesar 95% dari Gaji/Tantiem/Insentif Kinerja Direktur Utama 95% of President Director's Salary/Tantiem/Performance Incentives
Direktur bidang Sumber Daya Manusia Human Resources Director	Sebesar 90% dari Gaji/Tantiem/Insentif Kinerja Direktur Utama 90% of President Director's Salary/Tantiem/Performance Incentives

**Perhitungan Besaran Remunerasi Dewan Komisaris dan Direksi  
(Sesuai Peraturan Menteri Negara BUMN No. PER-01/MBU/05/2019)**  
Remuneration Formulation for the Board of Commissioners and Board of Directors  
(In Accordance with the Minister of SOEs Regulation No. PER-01/MBU/05/2019)

Jabatan Position	Besaran Quantity
Direksi Lainnya Other Directors	Sebesar 85% dari Gaji/Tantiem/Insentif Kinerja Direktur Utama 85% of President Director's Salary/Tantiem/Performance Incentives
Komisaris Utama President Commissioner	Sebesar 45% dari Gaji/Tantiem/Insentif Kinerja Direktur Utama 45% of President Director's Salary/Tantiem/Performance Incentives
Komisaris Lainnya Other Commissioners	Sebesar 90% dari Honorarium/Tantiem/Insentif Kinerja Komisaris Utama 90% of President Commissioner's Honorarium/Tantiem/Performance Incentives

**Penetapan Remunerasi Dewan Komisaris dan Direksi Tahun 2021**

Penetapan remunerasi untuk Dewan Komisaris dan Direksi pada tahun buku ditetapkan sesuai dengan Surat Kementerian BUMN No. No. SR-79/Wk1.MBU.D/10/2021 tanggal 5 Oktober 2021 tentang Penetapan Penghasilan Direksi dan Dewan Komisaris PTPI Tahun 2021.

**Remuneration Determination for the Board of Commissioners and Board of Directors in 2021**

Determination of the Board of Commissioners and Board of Directors remuneration for the fiscal year is determined in accordance with the Ministry of SOEs Letter No. SR-79/Wk1.MBU.D/10/2021 dated October 5, 2021 concerning the Determination of Remuneration for the Board of Directors and Board of Commissioners of PTPI in 2021.

**Realisasi Remunerasi Dewan Komisaris Tahun 2021  
Board of Commissioners Remuneration in 2021**

Uraian Description	Komisaris Utama Committee President	Anggota Komisaris Committee Members
Masa Menjabat Tahun 2021 2021 Term of Office		
Penghasilan Per Bulan Income Per Month		
Honorarium Honorarium	126.000.000	113.400.000
Tunjangan Transportasi Transportation Allowance	25.200.000	22.680.000
Jumlah Penghasilan Per Bulan Total Income Per Month	151.200.000	136.080.000
Jumlah Penghasilan Per Tahun Total Income per Year	1.814.400.000	1.632.960.000
Tunjangan Hari Raya Religious Day Allowance	126.000.000	113.400.000
Asuransi Purna Jabatan Post Retirement Insurance	378.000.000	340.200.000
Fasilitas Kesehatan Health Facilities	Asuransi Kesehatan Health Insurance	Asuransi Kesehatan Health Insurance
Fasilitas Kendaraan Vehicle Facilities	-	-
Fasilitas Bantuan Hukum Legal Assistance Facilities	Adcost	Adcost
Pajak Remunerasi Remuneration Tax	Ditanggung Perusahaan Borne by the Company	Ditanggung Perusahaan Borne by the Company
Tantiem/Insentif Kinerja Bonus/ Performance Incentive	2.207.939.812*	2.392.418.994
<b>Jumlah Remunerasi Tahun 2021 Total Remuneration in 2021</b>	<b>4.148.339.812</b>	<b>4.138.778.994</b>

\*) keterangan : Dihitung secara proposional sesuai masa jabatan Komisaris Utama terhitung sejak 4 Agustus 2020.

\*) note : Calculated proportionally according to the President Commissioner's term of office that started on August 4, 2020.

**Realisasi Remunerasi Direksi Tahun 2021**  
Remuneration Realization of the Board of Directors in 2021

(Rp)

Uraian Description	Direktur Utama President Director	Wakil Direktur Utama Vice President Director	Direktur Lainnya Other Directors
Masa Menjabat Tahun 2021 2021 Term of Office			
Penghasilan Per Bulan Income Per Month			
Gaji Salary	280.000.000	252.000.000	238.000.000
Tunjangan Tempat Tinggal Housing Allowance	27.500.000	27.500.000	27.500.000
Jumlah Penghasilan Per Bulan Total Income Per Month	307.500.000	279.500.000	265.500.000
Jumlah Penghasilan Per Tahun Total Income Per Year	3.690.000.000	3.354.000.000	3.186.000.000
Tunjangan Hari Raya Religious Day Allowance	280.000.000	252.000.000	238.000.000
Asuransi Purna Jabatan Post Retirement Allowance	840.000.000	756.000.000	714.000.000
Fasilitas Kesehatan Health Facilities	Asuransi Kesehatan Health Insurance	Asuransi Kesehatan Health Insurance	Asuransi Kesehatan Health Insurance
Fasilitas Kendaraan Vehicle Facilities	1 Unit kendaraan maks. kapasitas 3.500 cc 1 Vehicle Unit max. Capacity 3.500 cc	1 Unit kendaraan maks. kapasitas 3.500 cc 1 Vehicle Unit max. Capacity 3.500 cc	1 Unit kendaraan maks. kapasitas 3.500 cc 1 Vehicle Unit max. Capacity 3.500 cc
Fasilitas Bantuan Hukum Legal Assistance Facilities	<i>Adcost</i>	<i>Adcost</i>	<i>Adcost</i>
Pajak Remunerasi Remuneration Tax	Ditanggung Perusahaan Borne by the Company	Ditanggung Perusahaan Borne by the Company	Ditanggung Perusahaan Borne by the Company
Tantiem/Insentif Kinerja Bonus/ Performance Incentive	5.907.207.393	5.316.486.654	5.021.126.284
<b>Jumlah Remunerasi Tahun 2021</b> Total Remuneration in 2021	<b>9.877.207.393</b>	<b>8.922.486.654</b>	<b>8.445.126.284</b>

**Rekapitulasi Remunerasi Dewan Komisaris dan Direksi Tahun 2021**  
Recapitulation of Remuneration for the Board of Commissioners and Board of Directors in 2021

(Rp)

Uraian Description	Jumlah Total
Jumlah Remunerasi Dewan Komisaris Total Remuneration for the Board of Commissioners	31.119.054.769
Jumlah Remunerasi Direksi Total Remuneration for the Board of Directors	64.721.044.200
<b>Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2021</b> Total Remuneration for the Board of Commissioners and Board of Directors in 2021	<b>95.840.098.969</b>

## Rasio Gaji Dewan Komisaris, Direksi, dan Karyawan Salary Ratio of the Board of Commissioners, Board of Directors, and Employees

Uraian Description	2021	2020
Direktur Utama terhadap Wakil Direktur Utama President Director to Vice President Director	1:0,9	1:0,9
Direktur Utama terhadap Direktur Lainnya President Director to Other Directors	1:0,85	1:0,85
Komisaris Utama terhadap Anggota Dewan Komisaris President Commissioners to Other Commissioners	1:0,9	1:0,9
Direktur Utama terhadap Komisaris Utama President Director to President Commissioner	1:0,45	1:0,45
Direktur Utama terhadap Karyawan tertinggi President Director to the highest-ranking Employee	1:0,28	1:0,29
Direktur Utama terhadap Karyawan terendah President Director to the lowest-ranking Employee	1:0,04	1:0,04
Karyawan Tertinggi terhadap Karyawan Terendah Highest-ranking Employee to lowest-ranking Employee	1:0,15	1:0,13
Karyawan Terendah terhadap Upah Minimum Regional (UMP) Rata-rata Lowest-ranking Employee to Average Regional Minimum Wage (UMP)	1:2,63	1:2,28

## RAPAT DEWAN KOMISARIS, DIREKSI DAN RAPAT GABUNGAN

### Kebijakan Rapat

Dewan Komisaris mengadakan rapat paling sedikitnya setiap 1 (satu) bulan sekali atau sesuai kebutuhan Perusahaan. Setiap rapat Dewan Komisaris, kecuali ditentukan lain, harus dihadiri oleh Sekretaris Dewan Komisaris. Keputusan Rapat Dewan Komisaris diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan musyawarah mufakat tidak tercapai maka keputusan diambil berdasarkan pemungutan suara setuju terbanyak. Dewan Komisaris dapat juga mengambil keputusan yang sah dan mengikat tanpa mengadakan Rapat.

Selain rapat internal, Dewan Komisaris juga dapat melakukan rapat gabungan dengan mengundang Direksi sebagai bentuk koordinasi dalam rangka membahas laporan periodik Direksi dan membahas kondisi dan prospek usaha serta kebijakan nasional yang berdampak pada kinerja Perusahaan dan memberikan tanggapan, catatan dan nasihat yang dituang Direksi secara rutin mengadakan Rapat Internal Direksi.

Seluruh rapat Direksi dipimpin oleh Direktur Utama terkecuali karena suatu dan lain hal Direktur Utama berhalangan hadir dan menunjuk salah seorang Direksi untuk memimpin Rapat Direksi. Bagi Setiap anggota Direksi yang telah menerima pemberitahuan rapat secara tertulis wajib menghadiri panggilan rapat dimaksud kecuali karena sesuatu dan lain hal yang bersangkutan berhalangan hadir. Bila karena sesuatu dan lain hal anggota Direksi berhalangan hadir maka yang bersangkutan harus memberitahukan secara tertulis kepada Direktur Utama atau Direktur yang menandatangani undangan rapat, selanjutnya yang bersangkutan dapat mewakilkan kehadirannya kepada pihak lain sesuai dengan aturan Anggaran Dasar.

## BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND JOINT MEETINGS

### Meeting Policy

The Board of Commissioners holds meetings at least once a month, or according to the Company's needs. Each Board of Commissioners meeting, unless otherwise specified, must be attended by the Secretary to the Board of Commissioners. Board of Commissioners' Meeting Decisions are taken based on deliberation to reach consensus. In the event that consensus is not reached, then the decision is taken based on voting. The Board of Commissioners can also take legal and binding decisions without holding a Meeting.

In addition to internal meetings, the Board of Commissioners can also conduct joint meetings by inviting the Board of Directors as a form of coordination to discuss the Board of Directors' periodic reports, and to discuss business conditions and prospects as well as national policies that impact the Company's performance, and to provide responses, records and advice as outlined The Board of Directors regularly hold Internal Meetings.

The President Director will chair these meetings, or in the event that the President Director is unable to attend, one appointed Director will chair the Meeting. All Directors who receive a written notification of the meeting are required to attend unless they have valid reasons for not attending. If for any reason a director is unable to attend, the Director must notify the President Director or the Director who signed the meeting invitation, and the person concerned may delegate their responsibility to other parties in accordance with the Articles of Association.