



Citilink
Garuda Indonesia Group



NAVIGATING THROUGH UNPRECEDENTED CHALLENGES OF PANDEMIC

Memandu Arah Perusahaan Menghadapi
Tantangan Baru di Tengah Pandemi

Laporan Tahunan 2020 Annual Report

SANGGAHAN DAN BATASAN TANGGUNG JAWAB

Disclaimer

Laporan tahunan ini memuat pernyataan operasional, keuangan, proyeksi dan rencana, penerapan strategi dan kebijakan, serta tujuan Perusahaan, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan peraturan dan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara materil berbeda dari yang dilaporkan.

Pernyataan-pernyataan prospektif tersebut dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi yang akan datang di lingkungan bisnis di mana Perusahaan menjalankan kegiatan usaha. Perusahaan tidak menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil-hasil tertentu sesuai harapan.

Laporan tahunan ini memuat kata "Citilink" dan "Perusahaan" yang didefinisikan sebagai PT Citilink Indonesia yang menjalankan kegiatan usaha di bidang Maskapai Penerbangan. Adakalanya kata "Perusahaan" juga digunakan atas dasar kemudahan untuk menyebut PT Citilink Indonesia secara umum.

This Annual Report contains statements regarding operations, finance, projections and plans, strategies implementation and policies, as well as objectives of the Company, which are classified as forwardlooking statements in the implementation of applicable laws and regulations, excluding historical matters. Such forwardlooking statements are subject to prospective risk, uncertainties and can cause the actual results to differ materially from those reported.

The prospective statements are prepared according to numerous assumptions concerning current and future conditions of the business environment where the Company conducts its business. The Company shall have no obligation to guarantee that all valid documents presented will bring specific results as expected.

This Annual Report contains the words "Citilink" and "Company" which, hereinafter, refers to PT Citilink Indonesia as a company that runs business in the field of Airlines. The word "Company" is also used simply to refer to PT Citilink Indonesia in general.



TENTANG LAPORAN TAHUN INI

About Annual Report

Di penghujung tahun 2019 hingga memasuki triwulan pertama tahun 2020, dunia dihentakkan oleh pandemi COVID-19 yang secara masif dan cepat memukul perekonomian global dengan dahsyatnya, tak terkecuali Indonesia. Pandemi seakan telah membalikkan asumsi serta proyeksi banyak analis dan pelaku bisnis tentang pertumbuhan ekonomi yang berkesinambungan sebagai bagian dari rangkaian pertumbuhan yang telah berlangsung di tahun-tahun sebelumnya.

Menyikapi situasi dan kondisi perekonomian global yang melemah sebagai dampak dari pandemi, PT Citilink Indonesia tetap berkomitmen untuk mencatatkan kinerja usaha yang baik melalui berbagai langkah optimalisasi seluruh sumber daya yang dimiliki. Langkah ini merupakan bukti eksistensi dan aktualisasi Citilink sebagai salah satu *industry leader* dalam bisnis aviasi di Indonesia.

Untuk itu, tema "Memandu Arah Perusahaan Menghadapi Tantangan Baru di Tengah Pandemi" mampu merepresentasi upaya serta langkah-langkah strategis yang dilakukan Perusahaan di sepanjang tahun 2020 dengan mempertimbangkan misi, visi, dan keberlanjutan bisnisnya. Termasuk implementasi prinsip-prinsip *Good Corporate Governance* dalam setiap kegiatan operasional yang diselenggarakan di lingkungan Perusahaan.

Laporan Tahunan 2020 PT Citilink Indonesia disusun sebagai sumber dokumentasi komprehensif yang menyajikan informasi kinerja Perusahaan di tahun 2020. Informasi yang disajikan dalam Laporan Tahunan 2020 juga memuat dokumentasi lengkap yang menggambarkan kinerja operasional, pemasaran dan keuangan.

Laporan Tahunan ini disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris dengan jenis dan ukuran huruf yang mudah dibaca, serta dicetak dengan kualitas baik. Dalam hal terdapat perbedaan penafsiran antara versi Bahasa Indonesia dan Bahasa Inggris, maka yang menjadi acuan adalah Bahasa Indonesia. Laporan Tahunan 2020 PT Citilink Indonesia dapat dilihat dan diunduh pada situs resmi Perusahaan, yaitu www.citilink.co.id.

End of 2019 until Q1 2020, the world was shaken by the COVID-19 pandemic which massively and rapidly hit the global economy with great force, including Indonesia. The pandemic appears to have overturned the assumptions and projections of many analysts and business people regarding sustainable economic growth as part of a series of growth that has taken place in previous years.

Responding to the weakening of global economic conditions and circumstances following the pandemic, PT Citilink Indonesia remains committed to good business performance across various stages to maximize all available resources. This stage is proof of the existence and updating of Citilink as one of the industry leaders in the aviation sector in Indonesia.

The theme "Navigating Through Unprecedented Challenges of Pandemic" represents the Company's efforts and strategic milestones throughout 2020 considering its mission, vision, and sustainability. Including the implementation of Good Corporate Governance principles in all business activities within the Company.

PT Citilink Indonesia's 2020 Annual Report is a comprehensive resource that provides information on the Company's performance in 2020. The information presented in the 2020 Annual Report also contains comprehensive documentation that outlines operational, marketing, and financial performance.

This annual report is presented in two languages, Indonesian and English with easy-to-read letters and sizes, and printed in good quality. If there are differences in interpretation between the Indonesian and English versions, the Indonesian language shall be the reference. PT Citilink Indonesia's 2020 Annual Report is available on the Company's official website, www.citilink.co.id.



KESINAMBUNGAN TEMA LAPORAN TAHUNAN

Annual Report Theme Continuity

2016

POSITIONING FOR THE
CONTINUOUS FUTURE
GROWTH



Mempertahankan posisi dengan terus melakukan pengembangan untuk menghadapi tantangan dan menangkap peluang di masa yang akan datang.

Maintaining the Company's position by constantly developing to overcome challenges and seize opportunities in the future.

2017

NAVIGATING
THE CHANGE,
CONSOLIDATING
THE GROWTH



Mengarahkan setiap perubahan dengan terus berinovasi untuk meningkatkan daya saing dan memperkuat pertumbuhan.

Directing all changes by endlessly innovating to improve competitiveness and strengthen growth of the Company.

2018

GETTING THE BASICS
RIGHT



Perbaikan pada fundamental bisnis Perusahaan di tahun 2018 sebagai landasan yang kuat untuk pengembangan Perusahaan di tahun-tahun selanjutnya.

Improvement in the Company's business fundamental in 2018 became a strong basis for the Company's development in the coming years.

2019

EMBARKING ON THE
DIGITAL JOURNEY



Segenap Insan Perusahaan senantiasa bersinergi untuk mencapai tujuan yang terbaik dan berkomitmen untuk terus membangun nilai usaha serta proses bisnis yang sehat melalui transformasi digital berkelanjutan.

All personnel of the Company are working in synergy at all times to achieve the best goals and are committed to continue to creating business value and sound business processes through sustainable digital transformation.

Kondisi ekonomi global di tahun 2020 menjadi tantangan besar sebagai dampak pandemi virus COVID-19 yang terjadi di seluruh dunia. Pandemi COVID-19 juga telah mengubah peta bisnis global melalui kontraksi ekonomi yang dirasakan oleh negara-negara di dunia, tak terkecuali pada bisnis aviasi.

Sebagai wujud eksistensi serta aktualisasi di era ketidakpastian, PT Citilink Indonesia tetap berkomitmen untuk mencatatkan kinerja usaha yang baik melalui berbagai langkah optimalisasi seluruh sumber daya yang dimiliki.

Berbagai upaya dan langkah strategis direpresentasikan melalui tema “Memandu Arah Perusahaan Menghadapi Tantangan Baru di Tengah Pandemi”, sehingga Perusahaan dapat terus bertahan di sepanjang tahun 2020 dengan mempertimbangkan misi, visi, dan keberlanjutan bisnisnya.

The global economic condition in 2020 was a big challenge as a result of the COVID-19 pandemic that has occurred throughout the world. The COVID-19 pandemic has also changed the global business map through the economic contraction felt by countries in the world, including the aviation business.

As a form of existence and actualization in the era of uncertainty, PT Citilink Indonesia committed to generate better business performance through various steps to optimize all available resources.

Various strategic efforts and steps are represented through the theme “Navigating Through Unprecedented Challenges of Pandemic”, so that the Company can continue to survive throughout 2020 by considering its mission, vision, and business sustainability.



2020

NAVIGATING THROUGH UNPRECEDENTED CHALLENGES OF PANDEMIC



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KILAS KINERJA

Performance Highlights



01



-61%

Selama tahun 2020 pendapatan usaha Citilink mengalami penurunan sebesar -61% sebagai akibat dari adanya pandemi COVID-19.

During 2020 the Citilink's operating revenue decreased by -61% as a result of the COVID-19 pandemic.

-816%

Laba bersih Perusahaan pada 2020 tercatat turun sebesar -816%, sebagai akibat dari penurunan pendapatan usaha.

The Company's net profit in 2020 was recorded to decrease by -816%, as a result of a decrease in operating income.



USD 343.387.518

Realisasi Pendapatan Usaha di tahun 2020 mencapai 30,9% dari RKAP tahun 2020 sebesar USD 1.111.979.399.

The realization of Operating Revenue in 2020 reached 30,9% of the 2020 RKAP target set at USD 1,111,979,399.



IKHTISAR DATA KEUANGAN

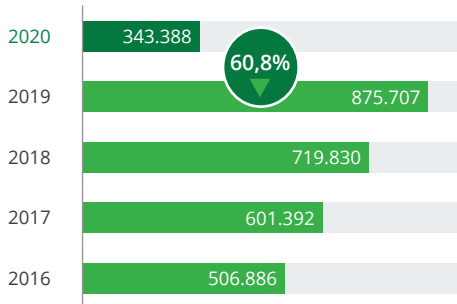
Financial Highlights

LAPORAN LABA (RUGI) INCOME STATEMENTS

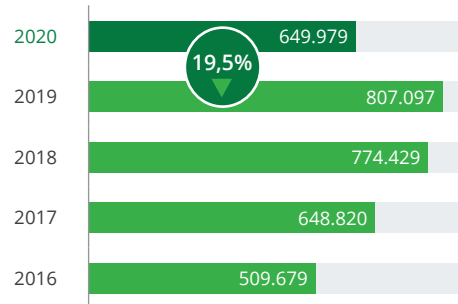
Laba (Rugi) Income (Profit/Loss)	2020	2019	2018	2017	2016	YoY 2019- 2020 (%)
Jumlah Pendapatan Usaha Total Operating Revenues	343.388	875.707	719.830	601.392	506.886	(60,8%)
Penerbangan Berjadwal Scheduled Flights	315.982	836.529	658.290	539.063	479.051	(62,2%)
Penerbangan Tidak Berjadwal Non-Scheduled Flights	9.614	8.288	40.485	46.911	17.817	16,0%
Lainnya Others	17.792	30.890	21.056	15.419	10.018	(42,4%)
Jumlah Beban Usaha Total Operating Expenses	649.979	807.097	774.429	648.820	509.679	(19,5%)
Laba (Rugi) Usaha Operating Income (Profit/Loss)	(306.591)	68.610	(54.599)	(47.428)	(2.793)	(546,9%)
Pendapatan (Beban) Keuangan Financial Income (Expense)	(64.373)	(3.944)	44	(8.392)	(9.035)	1.532,2%
Laba (Rugi) Sebelum Pajak Income (Profit/Loss) Before Tax	(370.964)	64.666	(54.555)	(55.820)	(11.828)	(673,7%)
Manfaat (Beban) Pajak Tax Benefit (Expense)	64.128	(21.814)	12.510	2.550	2.082	(394,0%)
Laba (Rugi) Bersih Periode Berjalan Net Income (Profit/Loss) of the Year	(306.836)	42.853	(42.045)	(53.270)	(9.745)	(816,0%)
Penghasilan/(Beban) Komprehensif Lain Other Comprehensive Income/(Expense)	299	(340)	7.830	4.264	2.528	(187,8%)
Jumlah Laba (Rugi) Komprehensif Total Comprehensive Income (Profit/Loss)	(306.537)	42.513	(34.215)	(49.006)	(7.217)	(821,0%)
Laba Bersih per Saham Net Profit per Share	(55,4)	23.3	(22,9)	(29,0)	(8,4)	(337,6%)

Disajikan dalam ribuan USD, kecuali dinyatakan lain
Presented in thousands of USD, unless stated otherwise

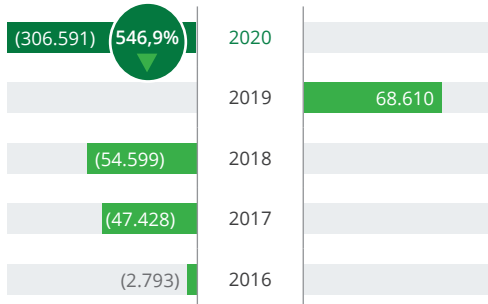
Jumlah Pendapatan Usaha
Total Operating Revenues



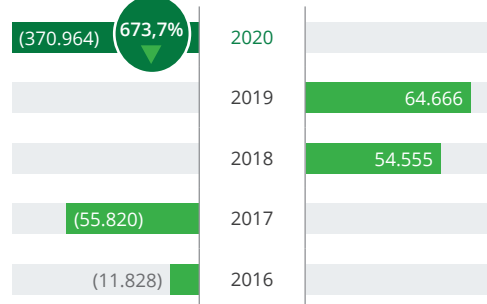
Jumlah Beban Usaha
Total Operating Expenses



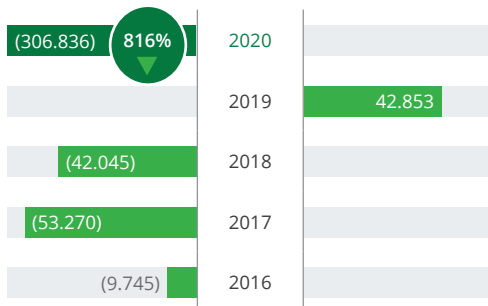
Laba (Rugi) Usaha
Operating Income (Profit/Loss)



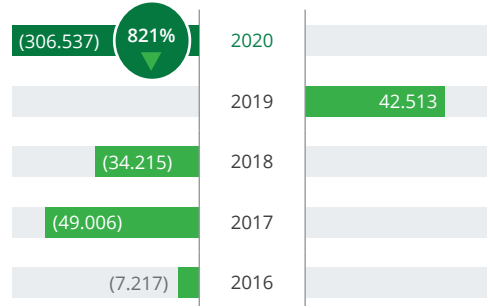
Laba (Rugi) Sebelum Pajak
Income (Profit/Loss) Before Tax



Laba (Rugi) Bersih Periode Berjalan
Net Income (Profit/Loss) for the Year



Jumlah Laba (Rugi) Komprehensif
Total Comprehensive Income (Profit/Loss)

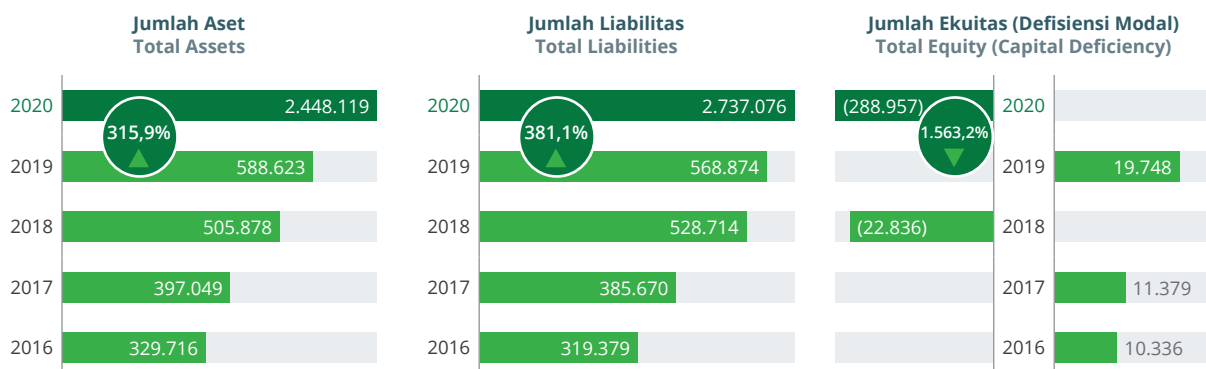


dalam ribuan USD / in USD-thousand

LAPORAN POSISI KEUANGAN
STATEMENT OF FINANCIAL POSITION

Posisi Keuangan Financial Position	2020	2019	2018	2017	2016	YoY 2019- 2020 (%)
Aset Assets						
Jumlah Aset Lancar Total Current Assets	48.388	95.886	82.597	58.360	77.663	(49,5%)
Jumlah Aset Tidak Lancar Total Non-Current Assets	2.399.731	492.736	423.280	338.688	252.052	387,0%
Jumlah Aset Total Assets	2.448.119	588.623	505.878	397.049	329.716	315,9%
Liabilitas dan Ekuitas Liabilities and Equity						
Jumlah Liabilitas Jangka Pendek Total Short-Term Liabilities	725.195	529.157	503.461	330.731	214.549	37,0%
Jumlah Liabilitas Jangka Panjang Total Long-Term Liabilities	2.011.881	39.717	25.253	54.939	104.830	4.965,5%
Jumlah Liabilitas Total Liabilities	2.737.076	568.874	528.714	385.670	319.379	381,1%
Jumlah Ekuitas (Defisiensi Modal) Total Equity (Capital Deficiency)	(288.957)	19.748	(22.836)	11.379	10.336	(1.563,2%)
Jumlah Liabilitas & Ekuitas (Defisiensi Modal) Total Liabilities & Equity (Capital Deficiency)	2.448.119	588.623	505.878	397.049	329.716	315,9%

Disajikan dalam ribuan USD, kecuali dinyatakan lain
In USD-thousand, unless otherwise stated



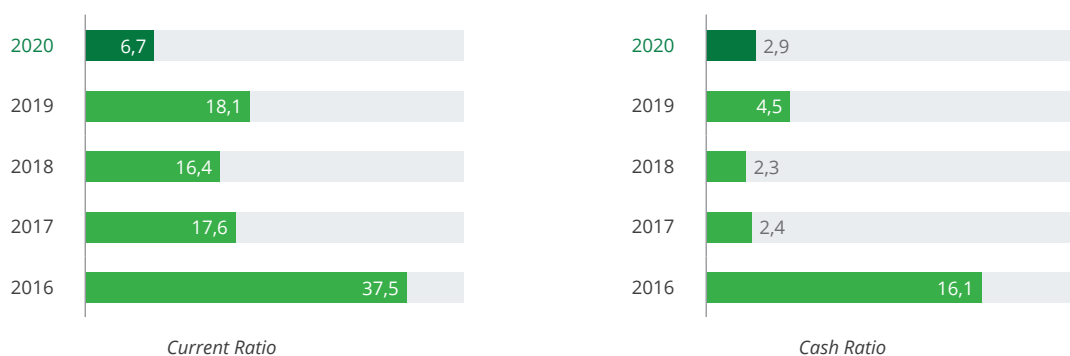
dalam ribuan USD / in USD-thousand

RASIO KEUANGAN FINANCIAL RATIOS

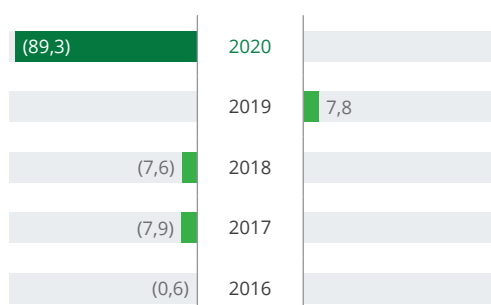
Rasio Keuangan Financial Ratios	2020	2019	2018	2017	2016	YoY 2019- 2020 (%)
Rasio Likuiditas Liquidity Ratios						
<i>Current Ratio</i>	6,7	18,1	16,4	17,6	37,5	(55,3%)
<i>Cash Ratio</i>	2,9	4,5	2,3	2,4	16,1	(49,9%)
Rasio Profitabilitas Profitability Ratios						
<i>Operating Income Ratio</i>	(89,3)	7,8	(7,6)	(7,9)	(0,6)	(1.008,4%)
<i>Net Profit Margin</i>	(89,4)	4,9	(5,8)	(8,9)	(1,9)	(1.587,6%)
<i>Return on Assets (ROA)</i>	(12,5)	7,3	(8,3)	(14,7)	(3,0)	(261,2%)
<i>Return on Equity (ROE)</i>	n.a.	217,0	n.a.	(490,6)	(94,3)	n.a.
Rasio Solvabilitas Solvency Ratios						
<i>Total Debt to Assets Ratio</i>	0,05	0,27	0,4	0,4	0,4	(79,6%)
<i>Total Debt to Equity Ratio</i>	n.a.	7,91	n.a.	13,8	13,0	n.a.

dalam ribuan USD / in thousand USD

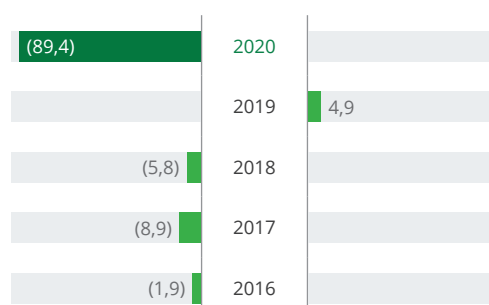
Rasio Likuiditas Liquidity Ratio



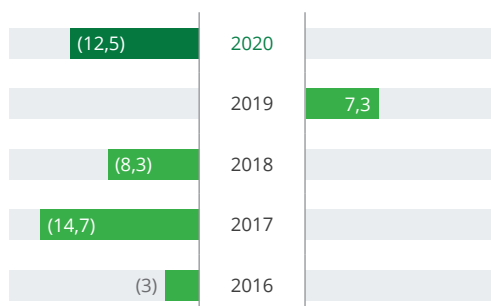
Rasio Profitabilitas
Profitability Ratio



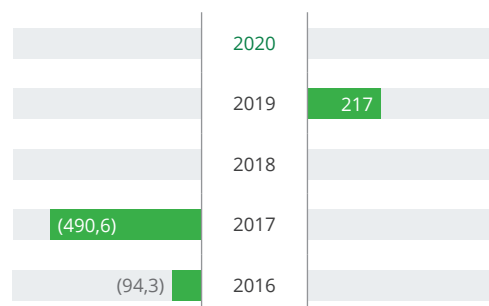
Operating Income Ratio



Net Profit Margin

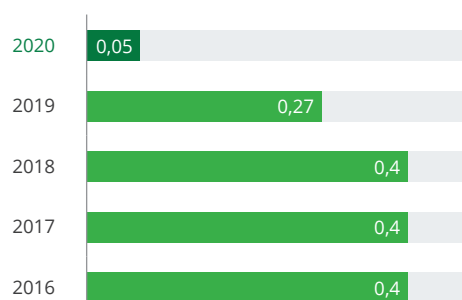


Return on Assets (ROA)

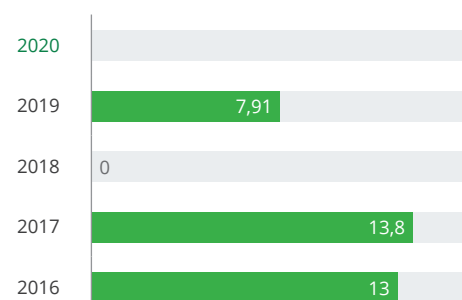


Return on Equity (ROE)

Rasio Solvabilitas
Solvency Ratio



Total Debt to Assets Ratio

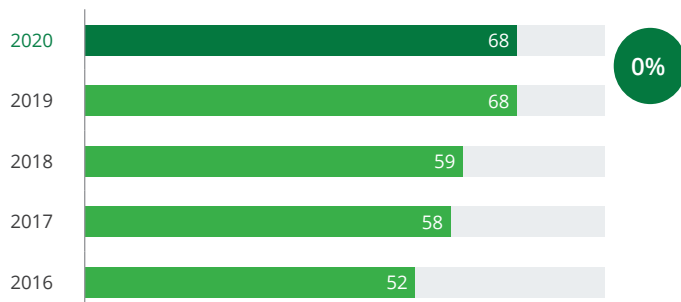


Total Debt to Equity Ratio

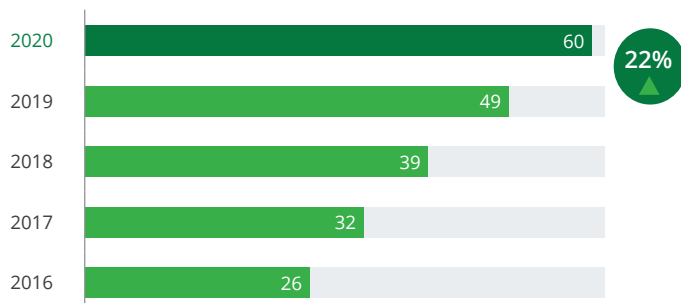
IKHTISAR OPERASIONAL

Operational Overview

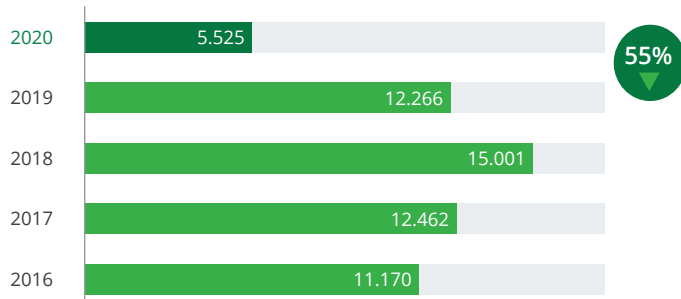
Labas (Rugi) Profit (Loss)	Satuan Unit	2020	2019	2018	2017	2016	YoY 2019- 2020 (%)
Jumlah Pesawat Number of Aircraft	Unit	68	68	59	58	52	0%
Rata-rata Jumlah A320-200 Average Number of A320-200	Unit	51	48	49	48	39	6%
Jumlah Pegawai Total Employees	Orang Person	2.032	2.087	1.880	1.834	1.590	(3%)
Jumlah Rute Total Routes	Rute Route	128	95	79	68	58	35%
Jumlah Kota yang Dilayani Total Cities Served	Kota City	60	49	39	32	26	22%
Harga Avtur per Liter Aviation Fuel Price per Liter	US cent	42,0	59,7	64,7	54,2	47,1	(30%)
Frekuensi Frequency	('000)	65,8	91,4	97,1	84	80	(28%)
Frekuensi Mingguan Weekly Frequency	Kali Time	1.266	1.880	1.937	1.778	1.664	(33%)
Kursi yang Tersedia Available Seats	('000)	11.638	16.193	18.014	15.418	14.332	(28%)
Tempat Duduk-Kilometer Tersedia Available Seat Kilometers	(juta/million)	9.930	13.345	15.256	13.320	11.502	(26%)
Rata-rata Jarak Segmen Penerbangan Average Flight Segment Distance	Km	845	822	873	884	803	3%
Jam Terbang Flight Hours	('000)	111	153	170	148	130	(27%)
Jumlah Penumpang Diangkut Total Passengers Carried	('000)	5.525	12.267	15.001	12.462	11.170	(55%)
Jumlah Penumpang-Kilometer Diangkut Total Passenger-Kilometers Carried	(juta/million)	4.669	10.041	12.709	10.720	8.808	(54%)
Pangsa Pasar Penumpang Passenger Market Share	%	16,1	15,9	14,3	12,6	12,4	1%
Tonase Kargo Diangkut Cargo Tonnage Transported	('000 ton)	62	66	84	76	74	(6%)



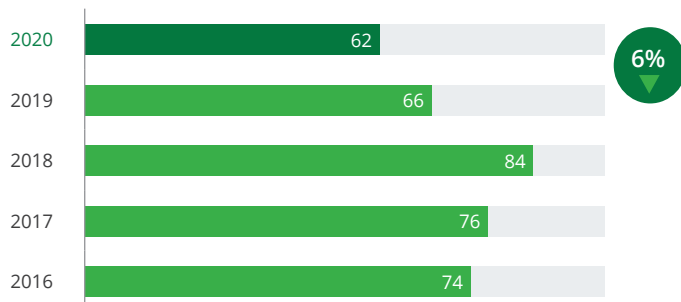
Jumlah Pesawat
Total Aircraft



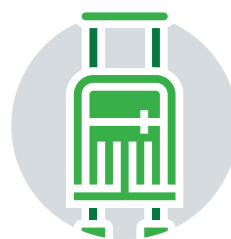
Jumlah Kota yang Dilayani
Total Cities Served



Jumlah Penumpang Diangkut
Total Passengers Carried



Tonase Kargo Diangkut
Cargo Tonnage Transported



IKHTISAR SAHAM

Stock Highlights

Hingga 31 Desember 2020, Perusahaan bukan merupakan perusahaan publik sehingga tidak memiliki informasi mengenai ikhtisar saham.

Until December 31, 2020, the Company has not been a public company yet, so it does not have information regarding the stock highlights.

INFORMASI TENTANG OBLIGASI, SUKUK, ATAU OBLIGASI KONVERSI

Information on Bonds, Islamic Bonds (Sukuk), or Convertible Bonds

Hingga 31 Desember 2020, Perusahaan tidak menerbitkan obligasi, sukuk, dan/atau obligasi konversi di bursa manapun sehingga tidak memiliki informasi mengenai ikhtisar obligasi, sukuk, dan/atau obligasi konversi.

As of December 31, 2020, the Company did not issue bonds, sukuk, and/or convertible bonds on any exchange, so it does not have information on the summary of bonds, sukuk, and/or convertible bonds.

INFORMASI AKSI KORPORASI

Information on Corporate Actions

Sepanjang tahun 2020, Perusahaan tidak melakukan aksi korporasi apapun, sehingga tidak ada informasi mengenai aksi korporasi.

During 2020, the Company did not take any corporate actions, so there is no information regarding corporate actions.

KILAS PERISTIWA

Events Highlights



9
Jan

Citilink membagikan bantuan kepada warga yang terdampak banjir di wilayah sekitar operasional Perusahaan (Cengkareng dan Halim).
Citilink distributed aid to residents affected by floods in the areas around the Company's operations (Cengkareng and Halim).



14
Jan

Citilink membuka rute penerbangan baru dari Jakarta (Cengkareng) menuju Kertajati.
Citilink opens a new flight route from Jakarta (Cengkareng) to Kertajati.



25
Jan

Citilink membuka rute penerbangan baru dari Denpasar menuju Melbourne (Avalon).
Citilink opens a new flight route from Denpasar to Melbourne (Avalon).



31
Jan

Citilink membuka rute penerbangan baru dari Denpasar menuju Timika.
Citilink opens a new flight route from Denpasar to Timika.



8
Feb

Citilink membuka rute penerbangan baru dari Bandung menuju Kuala Lumpur.
Citilink opens a new flight route from Bandung to Kuala Lumpur.



9
Feb

Citilink membuka rute penerbangan baru dari Surabaya menuju Jeddah.
Citilink opens a new flight route from Surabaya to Jeddah.



1
Mar

Citilink hadir pada acara Java Jazz Festival 2020.
Citilink is present at the Java Jazz Festival 2020.



6
Mar

Citilink menggelar kampanye Citilink Traveling Sehat.
Citilink holds the campaign of Citilink Healthy Traveling.



20
Mar

Citilink membuka rute penerbangan baru dari Pontianak menuju Putussibau dan Ketapang.
Citilink opens a new flight route from Pontianak to Putussibau and Ketapang.



29 Mar
Citilink membuka rute penerbangan baru dari Kulon Progo menuju Jakarta (Cengkareng), Medan, Pekanbaru, Balikpapan, dan Makassar.
Citilink opens a new flight route from Kulon Progo to Jakarta (Cengkareng), Medan, Pekanbaru, Balikpapan, and Makassar.



24 Apr
Citilink menghentikan sementara penerbangan penumpang rute domestik.
Citilink temporarily suspends passenger flights on domestic routes.



11 May
Citilink melakukan CSR pengiriman 1000 APD untuk Indonesia bekerja sama dengan WIF world, kitabisa.com dan SiCepat.
Citilink distributes 1000 personal protective equipment in collaboration with WIF world, kitabisa.com and SiCepat.



20 May
Citilink melakukan uji terbang perdana Freighter.
Citilink conducts proving flight of its Freighter.



1 Jun
Citilink mulai mengoperasikan kembali penerbangan rute domestik dengan prosedur adaptasi kebiasaan baru.
Citilink starts operating its domestic flights again with the 'new normal' adaptation procedures.



8 Jun
Citilink bekerja sama dengan KirimAja, dengan melakukan pengiriman APD untuk beberapa rumah sakit rujukan COVID-19 di Indonesia.
Citilink cooperated with KirimAja, in delivering the PPE to several COVID-19 referral hospitals in Indonesia.



23 Jun
Citilink dinyatakan tidak bersalah oleh KPPU dalam kasus dugaan pelanggaran Pasal 11 Undang-Undang Nomor 5 Tahun 1999.
Citilink was found not guilty by KPPU in the case of an alleged violation of Article 11 of Regulation No. 5 Year 1999.



13 Jul
Citilink bersama BNN menggelar *random check* tes urin kepada pegawai.
Citilink and BNN hold a random check of urine tests for employees.



21 Jul

citilink.co.id

Citilink memindahkan operasional penerbangannya ke Terminal 3 Bandara Internasional Soekarno-Hatta, Cengkareng. Citilink moves its flight operations to Terminal 3 of Soekarno-Hatta International Airport, Cengkareng.



28 Jul

Citilink meraih penghargaan Best Low-Cost Airline di Asia untuk ketiga kalinya dalam ajang TripAdvisor Travellers' Choice Award 2020. Citilink wins the Best Low-Cost Airline in Asia for the third time at the TripAdvisor Travellers' Choice Award 2020.



6 Aug

citilink.co.id

Citilink membuka rute penerbangan baru dari Surabaya menuju Samarinda. Citilink opens a new flight route from Surabaya to Samarinda.



20 Aug

citilink.co.id

Citilink menggelar safe travel campaign bersama INACA di Yogyakarta. Citilink organizes a safe travel campaign with INACA in Yogyakarta.



21 Aug

citilink.co.id

Citilink membuka rute penerbangan baru dari Bandung menuju Palembang, Balikpapan, Pekanbaru, Denpasar dan Medan. Citilink has opened a new flight route from Bandung to Palembang, Balikpapan, Pekanbaru, Denpasar and Medan.



28 Aug

citilink.co.id

Citilink membuka rute penerbangan baru dari Banyuwangi menuju Denpasar dan Denpasar menuju Lombok. Citilink opens a new flight route from Banyuwangi to Denpasar and from Denpasar to Lombok.



17 Sep

citilink.co.id

Citilink membuka rute penerbangan baru dari Makassar menuju Baubau, Pomala, Luwu (Palopo) dan Selayar. Citilink opens a new flight route from Makassar to Baubau, Pomala, Luwu (Palopo) and Selayar.



2 Sep

citilink.co.id

Citilink meraih penghargaan khusus dari IDX Channel atas inovasi Travelogistic. Citilink earns a special award from IDX Channel for Travelogistic innovation.



24
Sep

Armada Citilink dengan *livery* khusus kerja sama dengan Badan Narkotika Nasional RI (BNN RI) mengudara secara perdana dari Jakarta menuju Banjarmasin.
The Citilink fleet with a special livery in collaboration with the Indonesian National Narcotics Agency (BNN RI) fly for the first time from Jakarta to Banjarmasin.



Citilink membuka rute penerbangan baru dari Makassar menuju Toraja.
Citilink opens a new flight route from Makassar to Toraja.



15
Oct

Penandatanganan Perjanjian Kerja Sama
Antara Citilink Indonesia dan Badan Narkotika Nasional RI

Citilink dan Badan Narkotika Nasional RI (BNN RI) menandatangani perjanjian kerja sama.
Citilink and the Indonesian National Narcotics Agency (BNN RI) sign a cooperation agreement.



2
Nov

Citilink membuka rute penerbangan baru dari Bandung menuju Surabaya.
Citilink opens a new flight route from Bandung to Surabaya.



4
Nov

Citilink meraih penghargaan Silver Champion of Indonesia WOW Brand 2020 untuk kategori Transportation and Logistics – Airline.
Citilink wins the award of Silver Champion of Indonesia WOW Brand 2020 for the category of Transportation and Logistics – Airline.



5
Nov

Citilink meraih tiga penghargaan dalam ajang BUMN Branding & Marketing Award 2020.
Citilink wins three awards at the BUMN Branding & Marketing Award 2020.



25 Nov

Citilink membuka rute penerbangan dari Makassar menuju Ampana.
Citilink opens a new flight route from Makassar to Ampana.



1 Dec

Citilink membuka rute penerbangan baru dari Jakarta (Cengkareng) menuju Lombok.
Citilink opens a new flight route from Jakarta (Cengkareng) to Lombok.



15 Dec

Citilink membuka rute penerbangan dari Kupang menuju Ende, Waingapu, Labuan Bajo dan Bajawa.
Citilink opens a new flight route from Kupang to Ende, Waingapu, Labuan Bajo and Bajawa.



18 Dec

TEROPONG LEADERSHIP AWARD 2020

TEROPONG SENAYAN.com

THIS CERTIFICATE IS PROUDLY PRESENTED TO

Juliandra Nurtjahjo
(Direktur Utama PT Citilink Indonesia)

INSPIRING LEADER OF PROFESSIONAL & BUSINESS

Pada Penganugerahan Teropong Leadership Award 2020 yang diselenggarakan oleh Media TeropongSenayan.com

Indikator Pemilihan:
a) Menduduki posisi penting di bidang transportasi
b) Memiliki integritas tinggi dalam meniti kari profesional di bidangnya
c) Menjadi inspirasi generasi muda untuk semakin berkembang dan siap berkompetisi di era industry 4.0

Direktur Utama Citilink Juliandra meraih penghargaan Inspiring Leader of Professional & Business dalam ajang Teropong Leadership Award 2020.
Citilink's President & CEO Juliandra wins the Inspiring Leader of Professional & Business award at the Teropong Leadership Award 2020.



18 Dec

Citilink membuka rute penerbangan baru dari Surabaya menuju Jayapura.
Citilink opens a new flight route from Surabaya to Jayapura.



20 Dec

Citilink membuka rute penerbangan baru dari Jakarta (Cengkareng) menuju Tanjung Karang.
Citilink opens a new flight route from Jakarta (Cengkareng) to Tanjung Karang.

Citilink membuka rute penerbangan baru dari Surabaya menuju Jayapura.
Citilink opens a new flight route from Surabaya to Jayapura.

Citilink membuka rute penerbangan baru dari Jakarta (Cengkareng) menuju Tanjung Karang.
Citilink opens a new flight route from Jakarta (Cengkareng) to Tanjung Karang.



SWA

INDONESIA DIGITAL MARKETING CHAMPIONS 2020

The Highest Appreciation is Awarded to:

PT Citilink Indonesia

Best Digital Marketing Champion 2020

Category: **Transportation & Tourism**

Jakarta, December 17th, 2020

[Signature]
Benny H. Sani
Group Chief Editor

29 Dec

Citilink meraih penghargaan Best Digital Marketing Champion untuk kategori Transportation & Tourism dalam ajang Indonesia Digital Marketing Champions 2020.
Citilink wins the Best Digital Marketing Champion award for the Transportation & Tourism category at the Indonesia Digital Marketing Champions 2020.



LAPORAN MANAJEMEN

Management Report



2022

LAPORAN DEWAN KOMISARIS

Report by the Board of Commissioners



Dewan Komisaris telah berkontribusi terhadap keberlangsungan usaha Perusahaan melalui pelaksanaan fungsi pengawasan terhadap implementasi strategi yang diusung Direksi sebagaimana diatur dalam peraturan perundang-undangan yang berlaku.

The Board of Commissioners has contributed to the sustainability of the Company's business through the implementation of supervisory function towards the strategies carried out by the Board of Directors as stipulated in the applicable laws and regulations.

DONY OSKARIA

Komisaris Utama

President Commissioner

Pemegang Saham dan Para Pemangku Kepentingan yang Terhormat,

Pertama-tama, izinkan kami menyampaikan puji dan syukur kepada Tuhan Yang Maha Esa atas rahmat-Nya kepada kita semua sehingga PT Citilink Indonesia dapat melalui tahun 2020 yang penuh tantangan dengan capaian kinerja yang baik. Dapat kami sampaikan juga bahwa laporan keuangan Perusahaan juga telah diaudit oleh auditor independen dari Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan dan mendapat predikat atau opini tidak menyatakan pendapat (*Disclaimer of opinion*).

Laporan Tahunan untuk tahun buku 2020 ini merupakan gambaran komprehensif tentang upaya serta langkah strategis yang dilakukan oleh Perusahaan di sepanjang tahun 2020. Selanjutnya perkenankan kami sebagai Dewan Komisaris untuk memaparkan laporan pelaksanaan tugas pengawasan pengelolaan Perusahaan untuk tahun buku 2020.

Dalam laporan ini, Dewan Komisaris memberikan penilaian kinerja Direksi, realisasi target, implementasi strategi Perusahaan, prospek usaha, serta penerapan prinsip-prinsip Tata Kelola Perusahaan yang baik sepanjang tahun 2020.

KONDISI MAKRO EKONOMI 2020

Tahun 2020 merupakan tahun yang berat bagi perekonomian global. Gejala ketidakpastian ekonomi global akibat pandemi virus COVID-19 berdampak pada tingkat pertumbuhan ekonomi global yang menurut data IMF, jatuh di angka -4,4%. Hal tersebut tentu juga berdampak terhadap perekonomian nasional.

Berdasarkan data Bank Indonesia, pertumbuhan ekonomi nasional berada pada posisi negatif, yaitu -1.1%. Angka tersebut tentu jauh lebih rendah dibandingkan dengan tahun 2019, yaitu sebesar 5,0%. Hal itu menggambarkan adanya ketidakpastian yang terjadi sebagai akibat pandemi COVID-19.

Namun demikian, sepanjang tahun 2020 daya beli masyarakat masih cukup baik. Itu terlihat dari realisasi pencapaian inflasi sebesar 3,0% dari target RAPBN sebelumnya sebesar 3,6% (YoY). Di samping itu, berdasarkan hasil analisis IMF, Indonesia memiliki tingkat pertumbuhan yang relatif stabil jika dibandingkan negara-negara lain di Asia.

Dear Valued Shareholders and Stakeholders,

First of all, allow us to express our praise and gratitude to God Almighty for His grace to all of us so that PT Citilink Indonesia was able to go through the challenging year of 2020 with quite good performance achievements. Allow us also to convey that the Company's financial statements have been audited by an independent auditor of Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partner's and received a disclaimer of opinion.

This Annual Report of 2020 financial year is a comprehensive description of the efforts and strategic steps taken by the Company throughout 2020. Next, please allow us as the Board of Commissioners to present a report on the implementation of the Company's management supervisory duties for the 2020 financial year.

In this report, the Board of Commissioners provides the assessment of the performance of the Board of Directors, realization of the targets, implementation of the Company's strategy, business prospects, as well as the application of the principles of Good Corporate Governance during 2020.

MACROECONOMIC CONDITIONS OF YEAR 2020

The 2020 is a tough year for the global economy. The turmoil of global economic uncertainty due to the COVID-19 pandemic had an impact on the global economic growth rate which, according to IMF data, fell to -4.4%. This of course also has an impact on the national economy.

Based on the data from Bank Indonesia, the national economic growth of that year was negative, at -1.1%. The figure is certainly much lower than in 2019 of 5.0%. This illustrates the uncertainty that occurred as a result of the COVID-19 pandemic.

However, during 2020 people's purchasing power is still quite good. This can be seen from the realization of inflation at 3.0% from the target of 3.6% (YoY) previously set in the state budget plan (RAPBN). In addition, based on the results of the IMF analysis, Indonesia has a relatively stable growth rate compared to other countries in Asia.

Oleh karenanya, di tahun 2020 Citilink telah mengambil berbagai langkah dan kebijakan strategis guna mempertahankan kinerja positif Perusahaan pada level optimal. Perusahaan melakukan berbagai langkah antisipasi, efisiensi, serta penyesuaian model bisnis, seperti fokus pada peningkatan angkutan kargo melalui konversi pesawat *freighter*.

Dewan Komisaris juga mengapresiasi upaya Direksi yang telah melakukan penyesuaian rute, kapasitas, dan harga yang sesuai dengan permintaan pasar guna memaksimalkan pendapatan. Langkah tersebut juga menjadi bagian dari target Perusahaan mewujudkan visinya sebagai maskapai penerbangan kelas dunia berbiaya hemat dengan profitabilitas berkelanjutan dan menjadi perusahaan paling diminati oleh pencari kerja di Indonesia.

Untuk itu, sebagai Dewan Komisaris, kami mendukung upaya serta langkah-langkah yang dilakukan oleh Direksi sekaligus optimis terhadap pertumbuhan Perusahaan kedepannya.

PENILAIAN ATAS KINERJA DIREKSI

Di tengah kondisi perekonomian global yang melemah sebagai dampak dari pandemi, Citilink terus berusaha mencatatkan kinerja usaha yang baik melalui berbagai langkah optimalisasi sumber daya yang dimiliki Perusahaan. Ini merupakan komitmen serta bukti eksistensi Citilink sebagai salah satu pelaku bisnis dalam industri penerbangan di Indonesia.

Selama tahun 2020, Perusahaan tidak melakukan penambahan pesawat dikarenakan kondisi pandemi COVID-19 yang menyebabkan penurunan permintaan yang terjadi menuntut Perusahaan melakukan penyesuaian dengan melihat kondisi pasar. Berbeda dengan target yang direncanakan dalam RKAP 2020. Pada RKAP 2020, Perusahaan berencana menambah 13 unit ATR 72-600 menggunakan skema *operating lease*. Pesawat tersebut merupakan pengalihan sewa operasi dari induk Perusahaan, PT Garuda Indonesia (Persero) Tbk. Penyesuaian penambahan jumlah armada dilakukan setelah mempertimbangkan faktor menurunnya permintaan akibat pandemi COVID-19 serta kondisi internal keuangan Perusahaan.

Therefore, in 2020 Citilink had taken various strategic steps and policies to maintain the Company's positive performance at an optimal level. The Company took various anticipatory measures, efficiency, and business model adjustments, such as increasing the cargo transport services by converting its passenger plane into a freighter.

The Board of Commissioners also appreciates the efforts of the Board of Directors who have adjusted the routes served, capacities, and prices that meet the market demands in order to maximize the revenue. This step is also part of the Company's goal to realize its vision as a world-class low-cost airline with sustainable profitability and the most desirable company for job seekers in Indonesia.

For that reason, as the Board of Commissioners, we support the efforts and steps taken by the Board of Directors and we are optimistic about the Company's growth in the future.

ASSESSMENT OF THE BOARD OF DIRECTORS

In the midst of weakening global economic conditions due to the pandemic, Citilink continues to strive to record good business performance through various steps to optimize the Company's resources. This is a commitment and proof of Citilink's existence as a business player in the aviation industry in Indonesia.

During 2020, the Company did not add aircraft due to the COVID-19 pandemic which caused a decrease in demand, which required the Company to make adjustments in view of market conditions. In contrast to the target set in the 2020 corporate work and budget plan (RKAP) which the Company planned to add 13 units of ATR 72-600 using an operating lease scheme. The aircrafts were supposed a transfer of operating lease from the parent company, PT Garuda Indonesia (Persero) Tbk. The adjustments for the fleet addition was made after considering the declining demand due to the COVID-19 pandemic as well as the Company's internal financial conditions.

Iklm serta kondisi bisnis penerbangan yang buruk di tahun 2020 membuat Perusahaan terus berupaya maksimal agar mampu melalui tantangan ini. Atas segala upaya serta langkah strategis yang dilakukan di tahun tersebut, Perusahaan mencatatkan rugi bersih sebesar USD 306,8 juta di tahun 2020. Meski mengalami kerugian, namun Perusahaan masih tetap bertahan dan melakukan kegiatan operasional. Ketika banyak maskapai di dunia tidak mampu bertahan dari gejala pandemi, dan bahkan lebih memilih untuk menghentikan kegiatan operasionalnya, Citilink justru sebaliknya.

Perusahaan bahkan mampu bertahan dan tetap bersaing dengan mengoptimalkan berbagai sumber daya yang dimiliki. Semangat ini tentu menjadi momentum yang baik untuk meraih pencapaian operasional dan keuangan yang diharapkan di tahun-tahun selanjutnya. Atas upaya maksimal yang telah dilakukan tersebut, Dewan Komisaris memberikan dukungan yang tinggi terhadap kinerja Direksi dan jajarannya dalam mengelola usaha Citilink.

PANDANGAN ATAS PROSPEK USAHA 2021 YANG DISUSUN DIREKSI

Pada tahun 2021, pertumbuhan ekonomi global diproyeksikan meningkat sebesar 5,2% dari proyeksi pertumbuhan ekonomi global tahun 2020. Pertumbuhan tersebut ditopang oleh pertumbuhan ekonomi negara-negara berkembang (*emerging market & developing economies*) yang diproyeksikan akan meningkat sebesar 6,0% pada tahun 2021. Di samping itu, peningkatan ini juga didukung oleh pertumbuhan ekonomi kelompok negara maju (*advanced economies*) sebesar 3,9% di tahun 2021.

Proyeksi pertumbuhan ekonomi secara bertahap diproyeksi akan kembali pulih seiring keberhasilan dalam upaya pencegahan penyebaran COVID-19. Pertumbuhan ekonomi Asia, Eropa, dan Amerika Serikat diproyeksikan kembali stabil serta didukung oleh pemulihan ekonomi di Tiongkok. Diproyeksikan permintaan dan ekspansi infrastruktur akan memulihkan aktivitas perdagangan dunia dan harga komoditas menjadi lebih baik. Merujuk kepada nota keuangan RAPBN 2021, pertumbuhan ekonomi Indonesia tahun 2021 diperkirakan akan berada di kisaran 5,0%.

The bad climate and condition of the aviation business in 2020 forced the Company to continue to do its best to be able to overcome this challenge. For all the efforts and strategic steps taken in that year, the Company recorded a loss of USD 306.8 million in 2020. Despite the loss, the Company still persisted and carried out operational activities. While many airlines in the world were unable to survive the turmoil of the pandemic, and even preferred to stop their operational activities, Citilink was just the opposite.

The Company was even able to survive and remain competitive by optimizing its various resources. Such a spirit is certainly a good momentum to achieve the expected operational and financial achievements in the following years. For the maximum efforts that have been made, the Board of Commissioners provides high support for the performance of the Board of Directors and staff in managing the Citilink's business.

VIEW ON THE 2021 BUSINESS PROSPECTS PREPARED BY THE BOARD OF DIRECTORS

In 2021 the global economic growth is expected to increase by 5.2% from the projected growth in 2020. This growth will be supported by the economic growth of developing countries (*emerging market & developing economies*) which are projected to increase by 6.0% in 2021. The advanced economies are also predicted to support the increase with the economic growth of 3.9% in 2021.

The economic growth is projected to gradually recover in line with the success in curbing the spread of COVID-19. The economic growth in Asia, Europe and the United States is projected to stabilize again and is supported by the economic recovery in China. It is estimated that the demand and infrastructure expansion will restore the world trade activities and the commodity prices will be better. Referring to the financial notes of the 2021 RAPBN, Indonesia's economic growth in 2021 is expected to be around 5.0%.

Dari perspektif industri penerbangan global 2021, meningkatnya penerbangan penumpang domestik dan internasional akan terjadi seiring ditemukannya vaksin serta menurunnya sebaran COVID-19 di dunia. Seperti diketahui bahwa Asia Pasifik menjadi kawasan regional dengan penurunan terendah akibat COVID-19 di tahun 2020. Sesuai dengan prediksi IATA, Asia Pasifik menjadi kawasan regional dengan urutan pertama yang kembali pulih dari dampak pandemi di tahun 2021. Oleh karenanya pertumbuhan penumpang di Asia Pasifik pada 2021 akan berkontribusi signifikan terhadap pertumbuhan industri penerbangan global.

Pada kondisi tersebut, Dewan Komisaris memandang bahwa prospek usaha yang telah disusun Direksi telah sesuai dengan kondisi makro ekonomi dan industri penerbangan saat ini. Perusahaan diminta untuk senantiasa melakukan proses adaptasi dan penyesuaian model usaha, operasi, dan organisasi dengan tetap bekerja maksimal guna mempertahankan pasar. Perusahaan juga harus cermat dalam mengambil peluang dari kondisi tersebut, serta bersiap menghadapi ketidakpastian dari dampak pandemi COVID-19.

Dibutuhkan komitmen kuat dari segenap Insan Perusahaan untuk bersinergi mencapai hasil terbaik dalam kaidah, tata nilai, proses bisnis yang sehat, dan transformasi digital berkelanjutan untuk dapat mencapai tujuan Perusahaan sebagai *"the most hassle-free Airline"*. Namun dengan semangat pantang menyerah yang ditunjukkan seluruh insan Citilink, Dewan Komisaris yakin bahwa Perusahaan akan maju dan terus melaju dalam rangka menuju ke arah masa depan yang lebih cerah.

IMPLEMENTASI TATA KELOLA PERUSAHAAN

Dalam menjalankan aktivitas bisnisnya di sepanjang tahun 2020, Perusahaan senantiasa menempatkan tata kelola perusahaan yang sesuai dengan aturan serta norma yang berlaku umum, sehingga prinsip-prinsip *Good Corporate Governance* (GCG) dapat berjalan dan tetap terjaga dengan baik. Budaya sadar risiko telah dibangun di seluruh lini - baik karyawan, *middle* manajemen, maupun *top* manajemen, sehingga mampu meminimalkan risiko-risiko yang mungkin timbul.

On the perspective of the global aviation industry in 2021, an increase in passengers of domestic and international flights will occur as the vaccine has been found and the spread of COVID-19 in the world will decrease. As it is known that Asia Pacific is the region with the lowest decline due to COVID-19 in 2020. In accordance with IATA predictions, Asia Pacific will be the first region to recover from the impact of the pandemic in 2021. Therefore, passenger growth in Asia Pacific in 2021 will contribute significantly to the growth of the global aviation industry.

Under such conditions, the Board of Commissioners views that the business prospects that have been prepared by the Board of Directors are in accordance with the current macroeconomic and aviation industry conditions. The Company is asked to constantly carry out the process of adapting and aligning business models, operations, and organizations while still working optimally to maintain the market. The Company must also be careful in taking opportunities from these conditions, and be prepared to face the uncertainty of the impact of the COVID-19 pandemic.

It takes a strong commitment from all the Company's personnel to work together to achieve the best results in terms of principles, values, sound business processes, and sustainable digital transformation to be able to achieve the Company's goal as *"the most hassle-free Airline"*. However, with the unyielding spirit shown by all Citilink personnel, the Board of Commissioners is confident that the Company will move forward and continue to advance in order to move towards a brighter future.

IMPLEMENTATION OF THE GOOD CORPORATE GOVERNANCE

In performing its business activities throughout 2020, the Company always conducted the corporate governance in accordance with generally accepted rules and norms, so that the principles of Good Corporate Governance (GCG) could be well run and maintained. A risk-aware culture has been built across all lines - both the employees and middle management, as well as the top management, so as it is able to minimize the risks that may arise.

Dalam hal ini Dewan Komisaris telah menjalankan tugas pengawasan dan *monitoring* terhadap pengelolaan Perusahaan. Dewan Komisaris juga memberikan arahan untuk terus meningkatkan aspek manajemen risiko dan sistem pengendalian internal sehingga dapat tercipta lingkungan pengendalian yang terintegrasi guna meningkatkan kinerja Perusahaan.

Citilink hadir sebagai maskapai penerbangan yang senantiasa menempatkan praktik GCG sebagai perangkat kebijakan yang mendasari seluruh kegiatan usahanya. Dalam kegiatan operasional Perusahaan, GCG merupakan aspek penting dalam rangka meningkatkan dan memaksimalkan nilai Perusahaan, mendorong pengelolaan Perusahaan yang profesional, transparan, dan efisien guna memenuhi kewajiban secara bertanggung jawab kepada Pemegang Saham, mitra bisnis, konsumen atau pelanggan, serta masyarakat pada umumnya.

Begitu pula dengan berbagai dinamika dan perubahan yang terjadi di industri penerbangan sebagai dampak pandemi COVID-19 di Indonesia. Fenomena tersebut tidak melonggarkan upaya Perusahaan untuk mengawal setiap keputusan manajemen dan kegiatan usaha perusahaan tetap berjalan sesuai koridor penerapan GCG. Berbagai penyesuaian dan penyempurnaan ketentuan internal, struktur organisasi, sistem dan operasional, serta pelaksanaan *corporate action* yang dijalankan secara konsisten juga tetap mengacu kepada ketentuan anggaran dasar, ketentuan internal perusahaan serta peraturan perundang-undangan yang berlaku.

FUNGSI PENGAWASAN DAN POLA HUBUNGAN

Terkait dengan fungsi pengawasan tahun 2020, Dewan Komisaris senantiasa menempatkan pengawasan atas tata kelola perusahaan sebagai salah satu prioritas. Seluruh kegiatan operasional serta pengelolaan finansial dilakukan berlandaskan *best practices* terhadap prinsip dan peraturan perundang-undangan yang berlaku umum.

Dalam menjalankan fungsinya, Dewan Komisaris melaksanakan tanggung jawab pengawasan Perusahaan dengan melakukan *review*, memberikan saran, serta rekomendasi yang konstruktif dan solutif kepada Direksi terkait dengan pengelolaan Perusahaan. Penyelenggaraan

In this case, the Board of Commissioners has carried out the task of supervising and monitoring the management of the Company. The Board of Commissioners also provides directives to continuously improve the aspects of risk management and internal control systems so that an integrated control environment can be created to improve the Company's performance.

Citilink is present as an airline that always places GCG practices as a policy tool that underlies all of its business activities. In the Company's operational activities, GCG is an important aspect in order to increase and maximize the value of the Company, encourage professional, transparent and efficient management of the Company in order to fulfill obligations responsibly to the Shareholders, business partners, consumers or customers, as well as society in general.

Likewise with the various dynamics and changes that have occurred in the aviation industry as a result of the COVID-19 pandemic in Indonesia. This phenomenon does not loosen the Company's efforts to oversee every management decision and the Company's business activities continue to run according to the corridor of GCG implementation. Various adjustments and improvements to internal regulations, organizational structure, systems and operations, as well as the implementation of corporate actions that are carried out consistently also refer to the provisions of the articles of association, Company's internal regulations and applicable laws and regulations.

SUPERVISION FUNCTION AND RELATIONSHIP MODEL

In regard to the 2020 supervisory function, the Board of Commissioners always put the supervision over corporate governance as one of its priorities. All the operational activities and financial management were carried out based on the best practices according to the generally accepted principles as well as the applicable laws and regulations.

In conducting its functions, the Board of Commissioners performs its responsibility of supervising the Company by conducting reviews, providing suggestions, as well as constructive and fruitful recommendations to the Board of Directors related to the management of the Company.

rapat rutin bulanan bersama Direksi merupakan salah satu bentuk dari implementasi tanggung jawab pengawasan Dewan Komisaris termasuk pula memberikan nasihat yang diperlukan guna mendukung pelaksanaan tugas Direksi.

Walaupun di sepanjang tahun 2020 dalam situasi dan kondisi pandemi COVID-19, Dewan Komisaris tetap aktif mengawasi kinerja Perusahaan, sehingga Perusahaan tetap dapat memberikan pelayanan optimal kepada masyarakat maupun *stakeholder* lainnya. Pengawasan berkala dilaksanakan dengan tetap memperhatikan protokol kesehatan. Selain itu, dalam rangka mendukung terciptanya budaya kepatuhan, Dewan Komisaris turut memberikan masukan dan saran atas implementasi ketentuan eksternal di Perusahaan sebagai akibat dari pandemi serta mendukung seluruh *action plan* Perusahaan yang bersifat strategis dengan memperhatikan ketentuan anggaran dasar, peraturan internal, serta peraturan perundang-undangan yang berlaku.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dalam membantu pelaksanaan tugas pengawasan, Dewan Komisaris dibantu oleh Komite Audit sebagai satuan kerja yang bertanggung jawab langsung kepada Dewan Komisaris. Pembentukan dan pengangkatan anggota Komite Audit dilakukan berdasarkan keputusan Rapat Dewan Komisaris. Sepanjang tahun 2020, Komite Audit telah melaksanakan pengawasan terhadap Audit Internal maupun Audit Eksternal serta menjamin kesesuaian penerapan *Good Corporate Governance* (GCG) dalam lingkup perusahaan dan melaporkan pelaksanaan tugas dan tanggung jawabnya kepada Dewan Komisaris.

Komite Audit telah menjalankan sejumlah program dan tugas yang diberikan Dewan Komisaris. Antara lain melakukan pengawasan terhadap jalannya pengendalian internal di Perusahaan, memastikan pelaksanaan Audit Internal maupun Audit Independen dilaksanakan sesuai dengan Standar Auditing yang berlaku, memastikan pelaksanaan tindak lanjut audit oleh Direksi atas hasil temuan Satuan Pengawasan Internal, serta menganalisa calon-calon KAP yang diajukan kepada Dewan Komisaris

The holding of regular monthly meetings with the Board of Directors is a form of implementation of the supervisory responsibility of the Board of Commissioners, including providing necessary advice to support the implementation of the Board of Directors' duties.

Under the tough situation and conditions of COVID-19 pandemic in 2020, the Board of Commissioners continued to actively monitor the Company's performance, so that the Company could continue to provide optimal services to the people and other stakeholders. Periodic monitoring was performed with due observance of health protocols. In addition, in order to support the creation of a compliance culture, the Board of Commissioners also provided input and advice on the implementation of external regulations in the Company regarding the pandemic and supported all the Company's strategic action plans by taking into account the provisions of the articles of association, internal regulations, as well as the applicable laws and regulations.

ASSESSMENT OF THE PERFORMANCE OF COMMITTEE UNDER THE BOARD OF COMMISSIONERS

In implementing its supervisory duties, the Board of Commissioners is assisted by the Audit Committee as a work unit that is directly responsible to the Board of Commissioners. The formation and appointment of members of the Audit Committee is based on the decision of the Board of Commissioners' Meeting. In 2020, the Audit Committee has overseen the Internal Audit and External Audit as well as ensured the conformity of the implementation of *Good Corporate Governance* (GCG) within the company and reporting the implementation of its duties and responsibilities to the Board of Commissioners.

The Audit Committee has carried out a number of programs and tasks assigned by the Board of Commissioners. They include supervising the implementation of internal control in the Company, ensuring that the Internal Audit and Independent Audit is conducted in accordance with the applicable Auditing Standards, ensuring the implementation of follow-up audits by the Board of Directors on the findings of the Internal Audit Unit, as well as analyzing the candidates of Public Accountant Office

untuk kemudian diusulkan kepada RUPS untuk melakukan audit Tahun Buku 2020.

Secara kualitatif, Dewan Komisaris telah melakukan penilaian atas kinerja dari Komite Audit mencakup keaktifan Komite Audit dalam menjalankan tugasnya, proses dokumentasi, dan rekomendasi yang diberikan. Atas segala dedikasi dan pelaksanaan tugas yang telah dijalankan, Dewan Komisaris menyampaikan apresiasi kepada seluruh anggota komite.

PANDANGAN TERHADAP PENERAPAN WHISTLEBLOWING SYSTEM

Sistem pelaporan pelanggaran (*Whistleblowing System/ WBS*) merupakan mekanisme pelaporan atas dugaan atau indikasi penyimpangan dan kecurangan yang terjadi dalam lingkungan perusahaan. Hadirnya kebijakan WBS berperan sebagai usaha Perusahaan dalam menerapkan prinsip-prinsip korporasi yang sehat melalui penegakan disiplin serta menciptakan iklim usaha yang berlandaskan pada etika serta kepatuhan terhadap ketentuan dan peraturan perundang-undangan yang berlaku.

Keberadaan sistem pelaporan pelanggaran sebagai bagian dari pengendalian internal berperan sebagai sistem deteksi dini (*early warning system*) bagi Perusahaan sekaligus memberikan wadah yang jelas dan terstruktur bagi seluruh individu Perusahaan untuk melaporkan indikasi penyimpangan dan kecurangan dengan jaminan kerahasiaan identitas sebagai pelapor.

Sepanjang tahun 2020, Dewan Komisaris tidak menerima laporan terhadap pelanggaran etika bisnis dan etika kerja, pelanggaran rahasia Perusahaan, transaksi benturan kepentingan, serta penyimpangan dan pelanggaran yang materil dan signifikan. Dalam hal ini, Dewan Komisaris menyarankan Perusahaan untuk segera menerapkan pelaksanaan WBS.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Pada tahun 2020, komposisi Dewan Komisaris Perusahaan telah mengalami perubahan dengan kronologi sebagai berikut:

(KAP) submitted to the Board of Commissioners to be then proposed to the GMS for approval with the task to audit the 2020 financial statements.

Qualitatively, the Board of Commissioners has assessed the performance of the Audit Committee covering the activeness of the Audit Committee in carrying out its duties, documentation process, and recommendations given. For all the dedication and the duties that have been done, the Board of Commissioners expresses its appreciation to all the committee members.

VIEW ON THE IMPLEMENTATION OF WHISTLEBLOWING SYSTEM

Whistleblowing System (WBS) is a reporting mechanism for allegations or indications of irregularities and fraud that occur within the Company's environment. The presence of the WBS policy plays a significant role in the Company's efforts to implement sound corporate principles through enforcement of discipline as well as creating a business climate based on ethics and compliance with applicable laws and regulations.

Such a reporting mechanism as part of the internal control acts as an early warning system for the Company as well as providing a clear and structured forum for all individuals in the Company to report indications of irregularities and fraud with the assurance for confidentiality of the reporter's identity.

Throughout 2020, the Board of Commissioners did not receive any report on violations of business ethics and work ethics, violations of the Company's secrets, conflict of interest transactions, as well as material and significant irregularities and violations. To that end, the Board of Commissioners recommends the Company to immediately implement the WBS.

CHANGES IN THE BOARD OF COMMISSIONERS' COMPOSITION

In 2020, the composition of the Company's Board of Commissioners changed with the following chronology:

Dasar pengangkatan:

Risalah Rapat Umum Pemegang Saham Tahunan Persetujuan Laporan Tahunan Tahun Buku 2019 dan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020, tertanggal 28 Mei 2020 yang kemudian dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 33 tanggal 23 Juni 2020 dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta.

Basis of appointment:

Minutes of the Annual General Meeting of Shareholders on the Approval of the 2019 Fiscal Year Annual Report and the Company's 2020 Work and Budget Plan (RKAP), dated May 28, 2020 which was later stated in the Deed of Meeting Resolution Statement No. 33 dated June 23, 2020, made before Arry Supratno, S.H., a notary in Jakarta.

Alasan perubahan:

Sebagai upaya peningkatan fungsi terhadap kebijakan pengurusan serta jalannya pengawasan Perseroan.

Reason for changes:

As an effort to improve the function of the management policies and supervision of the Company.

No.	Kronologi Chronology
1	<p>Sebelumnya, berdasarkan Keputusan Rapat Umum Pemegang saham di Luar Rapat Pemegang Saham tertanggal 17 Desember 2019, yang kemudian dinyatakan dalam Akta Pernyataan Keputusan Para Pemegang Saham No. 08 tanggal 14 Januari 2020 yang dibuat di hadapan Notaris Arry Supratno, S.H., Notaris di Jakarta, bahwa perubahan susunan anggota Dewan Komisaris menjadi sebagai berikut:</p> <p>Komisaris Utama : Abdul Azis Komisaris : Avirianto Komisaris : Dony Oskaria</p> <p>Previously, based on the Decision of the General Meeting of Shareholders outside the Shareholders' Meeting dated December 17, 2019, which was later stated in the Deed of Statement of Shareholders' Decision No. 08 dated January 14, 2020 made before Notary Arry Supratno, S.H., Notary in Jakarta, that the change in the composition of the members of the Board of Commissioners is as follows:</p> <p>President Commissioner : Abdul Azis Commissioner : Avirianto Commissioner : Dony Oskaria</p>
2	<p>Bahwa selanjutnya berdasarkan Risalah Rapat Umum Pemegang Saham Tahunan Persetujuan Laporan Tahunan Tahun Buku 2019 dan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020, tertanggal 28 Mei 2020 yang kemudian dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 33 tanggal 23 Juni 2020 dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta, terdapat:</p> <ul style="list-style-type: none"> ■ Pemberhentian Avirianto dari jabatannya sebagai Komisaris perusahaan ■ Pengangkatan Adita Irawati sebagai Komisaris perusahaan ■ Pengangkatan Hasan M Soedjono sebagai Komisaris perusahaan ■ Pengalihan penugasan Dony Oskaria semula sebagai Komisaris menjadi Komisaris Utama perusahaan <p>Whereas furthermore, based on the Minutes of the Annual General Meeting of Shareholders on the Approval of the 2019 Fiscal Year Annual Report and the 2020 Corporate Work and Budget Plan (RKAP), dated May 28, 2020 which was later stated in the Deed of Meeting Resolution Statement No. 33 dated June 23, 2020 made before Arry Supratno, S.H., a notary in Jakarta, there were:</p> <ul style="list-style-type: none"> ■ The dismissal of Avirianto from his position as Commissioner of the Company ■ The appointment of Adita Irawati as Commissioner of the Company ■ The appointment of Hasan M Soedjono as Commissioner of the Company ■ The transfer of assignment for Dony Oskaria from the Commissioner to become President Commissioner of the Company

No.	Kronologi Chronology
3	<p>Bahwa dengan adanya pemberhentian tersebut, selanjutnya Rapat Umum Pemegang Saham menetapkan perubahan susunan anggota Dewan Komisaris menjadi sebagai berikut:</p> <p>Komisaris Utama : Dony Oskaria Komisaris : Abdul Azis Komisaris : Adita Irawati Komisaris : Hasan M Soedjono</p> <p>Whereas with the dismissal, the General Meeting of Shareholders determined the changes in the composition of the Board of Commissioners to be as follows:</p> <p>President Commissioner : Dony Oskaria Commissioner : Abdul Azis Commissioner : Adita Irawati Commissioner : Hasan M Soedjono</p>

Sehingga komposisi Dewan Komisaris Perusahaan pada tanggal 31 Desember 2020 adalah sebagai berikut:

Therefore, the composition of the Company's Board of Commissioners as of December 31, 2020 is as follows:

Nama / Name	Jabatan / Position
Dony Oskaria	Komisaris Utama / President Commissioner
Abdul Azis	Komisaris / Commissioner
Adita Irawati	Komisaris / Commissioner
Hasan M Soedjono	Komisaris / Commissioner

Dewan Komisaris berkomitmen untuk menjalankan amanah ini dengan senantiasa mengedepankan prinsip tata kelola perusahaan yang baik untuk kepentingan Para Pemegang Saham dan Para Pemangku Kepentingan lainnya.

The Board of Commissioners is committed to carrying out this mandate by always prioritizing the principles of good corporate governance for the benefit of the Shareholders and other Stakeholders.

APRESIASI

Mempertimbangkan kondisi makro ekonomi serta pertumbuhan industri aviasi di Indonesia, Dewan Komisaris optimis Perusahaan akan mampu mencapai pertumbuhan yang lebih baik di tahun 2021. Atas seluruh prestasi dan pencapaian Perusahaan selama tahun 2020, Kami, selaku Dewan Komisaris PT Citilink Indonesia menyampaikan apresiasi atas dedikasi dan pengabdian segenap jajaran Direksi, Manajemen, dan Karyawan dalam merealisasikan capaian kinerja Perusahaan. Ungkapan terima kasih juga kami sampaikan kepada segenap Pemegang Saham dan Pemangku Kepentingan atas dukungan dan kepercayaan terhadap Perusahaan selama ini.

APPRECIATION

Considering the macroeconomic conditions and the growth of the aviation industry in Indonesia, the Board of Commissioners is optimistic that the Company will be able to achieve better growth in 2021. For all the achievements during 2020, we, the Board of Commissioners of PT Citilink Indonesia, express our appreciation for the dedication and service of all levels of the Board of Directors, Management, and Employees in realizing the Company's performance goals. We also express our gratitude to all Shareholders and Stakeholders for their support and trust in the Company so far.

Tangerang, 20 Agustus 2021

Tangerang, August 20, 2021

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



DONY OSKARIA
Komisaris Utama
President Commissioner



LAPORAN DIREKSI

Report by the Board of Directors



Tahun 2020 adalah tahun yang penuh tantangan dimana pandemi COVID-19 telah membawa rekor kerugian sepanjang sejarah bagi industri penerbangan. Namun dengan kreativitas, teamwork, dan semangat tinggi dalam menangkap kebutuhan pelanggan dan mewujudkan produk layanan yang menerapkan protokol kesehatan tertinggi, hassle-free, dan efisiensi operasional, Citilink akan mampu mengatasi tantangan ini.

The year 2020 was full of challenges since the COVID-19 pandemic caused to hit a record high of losses in history of the aviation industry. However, with creativity, teamwork, and high enthusiasm in fulfilling the customer needs and creating service products along with the implementation of toughest health protocols, hassle-free, and efficient operations, Citilink will be able to overcome the challenges.

JULIANDRA

Direktur Utama

President & CEO

Pemegang Saham dan Para Pemangku Kepentingan yang Terhormat,

Dengan memanjatkan puji syukur kehadiran Tuhan Yang Maha Esa, kami Direksi PT Citilink Indonesia telah menjalankan tugas dan tanggung jawab secara maksimal sebagai pengurus Perusahaan. Oleh karena itu, izinkanlah kami menyampaikan Laporan Tahunan PT Citilink Indonesia Tahun Buku 2020 yang merupakan cerminan dari upaya-upaya inisiasi strategis yang telah dilakukan Manajemen sepanjang tahun 2020 dan diharapkan mampu memberikan dampak positif terhadap kinerja Perusahaan secara berkelanjutan.

PERSPEKTIF EKONOMI MAKRO

Pertumbuhan ekonomi global di tahun 2020 menunjukkan penurunan yang signifikan dibandingkan dengan beberapa tahun sebelumnya, dimana pertumbuhan GDP global tahun 2020 adalah sebesar -4,4%. Kondisi pandemi yang terjadi di dunia, menyebabkan pembatasan mobilitas masyarakat sebagai bentuk pencegahan penyebaran COVID-19. Hal tersebut berdampak terhadap penurunan ekonomi global pada tahun 2020 secara signifikan. Penurunan ditunjukkan oleh *global merchandise trade* volume sebagai indikator yang menunjukkan besarnya volume perdagangan global, dari -0,1% di tahun 2019 menjadi sebesar -9,2% di tahun 2020 sebagai dampak pandemi COVID-19 yang terjadi sejak Q4 2019.

Sementara itu, Kementerian Keuangan juga merevisi proyeksi pertumbuhan ekonomi nasional di kuartal 4 tahun 2020 menjadi sebesar -1,1% hingga 0,2%, dari sebelumnya 5,6% pada RAPBN 2020. Hal ini disebabkan oleh resesi yang terjadi pada kuartal 3 dan 4 tahun 2020 di Indonesia. Meski demikian realisasi inflasi masih lebih baik jika dibandingkan dengan proyeksi pertumbuhan, dimana inflasi yang terjadi sesuai target RAPBN sebelumnya, yaitu sebesar 3,6% (YoY). Hal tersebut menunjukkan bahwa daya beli masyarakat di masa pandemi tahun 2020 masih terjaga.

Jadi tidaklah berlebihan jika hasil analisa IMF menyatakan Indonesia memiliki tingkat pertumbuhan yang cukup stabil dibanding negara-negara lain di Asia, kecuali Tiongkok yang telah menunjukkan pertumbuhan positif di tahun 2020 karena mulai terbebas dari pandemi COVID-19. Data pertumbuhan GDP di Asia Pasifik tahun 2020 menunjukkan pertumbuhan sebesar -2,3%, atau sedikit lebih rendah dibandingkan GDP *Growth* pada wilayah regional lainnya.

Dear Valued Shareholders and Stakeholders,

Praise the God Almighty, for we, the Board of Directors of PT Citilink Indonesia, have carried out our duties and responsibilities to the fullest as the management of the Company. Therefore, allow us to submit the Annual Report of PT Citilink Indonesia for Fiscal Year 2020 which is a reflection of the strategic initiation efforts that have been made by the Management throughout 2020 and are expected to have a positive impact on the Company's performance in a sustainable manner.

PERSPECTIVE ON THE MACROECONOMICS

The global economic growth in 2020 showed a significant decrease compared to several years before, to only -4.4%. The global pandemic has caused restrictions on people's mobility to curb the spread of COVID-19. This has significantly impacted the global economic to the low decline in 2020. The decline can be seen on the global merchandise trade volume as an indicator which dropped from -0.1% in 2019 to -9.2% in 2020 as a result of the COVID-19 pandemic that has been occurring since Q4 2019.

Meanwhile, the Ministry of Finance also revised the projection of national economic growth in the fourth quarter of 2020 to between -1.1% and 0.2%, from the previous 5.6% in the 2020 RAPBN. This was due to the recession that occurred in the third and fourth quarters of 2020 in Indonesia. However, the realization of inflation was still better than the growth projection, where the inflation was in line with the previous state budget plan (RAPBN) target of 3.6% (YoY). This shows that people's purchasing power during the 2020 pandemic was still maintained.

So it is not an exaggeration if the results of the IMF analysis states that Indonesia has a fairly stable growth rate compared to other countries in Asia, except for China who has shown positive growth in 2020 because the country was starting to be free from the COVID-19 virus. The GDP growth data in Asia Pacific for 2020 shows at -2.3%, or slightly lower than the GDP Growth in other regions.

PENCAPAIAN KINERJA USAHA & OPERASIONAL

Sebagai anak perusahaan PT Garuda Indonesia (Persero) Tbk (Garuda Indonesia), maskapai berlayanan bintang 5 Skytrax dan standar keselamatan berstandar internasional, Citilink juga memiliki DNA yang sama seperti induk Perusahaan, yaitu layanan dan standar keselamatan yang tinggi. Di mata konsumen Indonesia, Citilink merupakan maskapai dengan *positioning* yang cukup baik. Perusahaan menempatkan diri sebagai maskapai berbiaya rendah dengan kualitas layanan bintang 4 Skytrax, mampu menjaga ketepatan waktu penerbangan, standar keamanan yang tinggi, serta berbagai inovasi layanan di atas pesawat.

Dalam menjalankan aktivitas bisnisnya, pendapatan usaha yang berhasil diraih Perusahaan selama 2020 adalah sebesar USD343,4 juta, menurun sebesar 60,8%, atau 30,9% dari anggaran. Pendapatan penumpang dari penerbangan berjadwal tercatat turun sebesar 67,7%. Penurunan tersebut dipicu oleh penurunan permintaan pasar sebagai efek pandemi serta pemberlakuan Pembatasan Sosial Berskala Besar (PSBB) serentak yang dimulai pada April 2020. Hal ini tampak dari menurunnya jumlah penumpang yang diangkut pada 2020 sebesar 55,0% dibanding tahun 2019.

Kurang bergairahnya kondisi pasar penerbangan penumpang kemudian disikapi Perusahaan dengan membuka peluang peningkatan pendapatan melalui penerbangan pengangkutan kargo berjadwal. Langkah ini terlihat dari pencapaian pendapatan kargo dari penerbangan berjadwal tahun 2020 yang berhasil diraih Perusahaan adalah sebesar 69,7% dari jumlah yang dianggarkan, atau menjadi USD64,4 juta. Jumlah ini relatif sama dengan pendapatan kargo yang diraih pada tahun 2019.

Pendapatan dari penerbangan tidak berjadwal pada 2020 naik sebesar 16,0%, dengan pencapaian 47,7% dari jumlah yang dianggarkan. Peningkatan tersebut juga didorong oleh peningkatan *charter* kargo internasional dan domestik selama tahun 2020.

Selama tahun 2020, jumlah armada Perusahaan adalah sebanyak 68 unit, dengan rincian sebagai berikut:

- 7 unit ATR72-600
- 41 unit Airbus 320 + 10 unit Airbus 320 (*reserved block*)

BUSINESS AND OPERATIONAL PERFORMANCE ACHIEVEMENTS

As a subsidiary of PT Garuda Indonesia (Persero) Tbk (Garuda Indonesia), a Skytrax 5-star service airline with international safety standards, Citilink also has the same DNA as its parent company, which is high service and safety standards. In the eyes of Indonesian consumers, Citilink is an airline with a quite good positioning. The Company positions itself as a low-cost carrier with Skytrax 4-star service quality, able to maintain flight punctuality, high safety standards, and various service innovations on board.

From its business activities, the Company earned operating revenues at USD343.4 million in 2020, falling by 60.8%, or 30.9% of the budget. The passenger revenue from scheduled flights decreased by 67.7%. The decline was triggered by a decrease in market demand as a result of the pandemic and the simultaneous implementation of Large-scale Social Restriction (PSBB) which began in April 2020. The number of passengers in 2020 dropped by 55.0% compared to 2019.

The Company responded to the sluggish condition of the passenger flight market by opening up the opportunity to increase revenue through the scheduled cargo flights. This step proved true, showing by the achievement of cargo revenue from scheduled flights in 2020 which reached 69.7% of the target or USD64.4 million. This amount is relatively the same as the cargo revenue earned in 2019.

The revenue from non-scheduled flights in 2020 increased by 16.0%, reaching 47.7% of the target. This increase was contributed by higher demands in international and domestic cargo charters during 2020.

In 2020, the number of the Company's fleet was 68 units, with details as follows:

- 7 units of ATR72-600
- 41 units of Airbus 320 + 10 units of Airbus 320 (*reserved block*)

- 2 unit Airbus 330-900 NEO
- 1 unit Boeing 737 classic yang *serviceable*: 1 unit Boeing 737-500 yang telah dikonversi menjadi Freighter
- 7 unit Boeing 737 classic yang *unserviceable*: 2 unit Boeing 737-500 dan 5 unit Boeing 737-300

Sampai dengan 31 Desember 2020, terjadi penurunan jumlah armada pesawat yang beroperasi, yaitu sebesar 31% dibandingkan target RKAP 2020. Hal ini disebabkan oleh adanya 10 pesawat *reserved block* yang dilakukan oleh *lessor* sejak Maret 2020 dikarenakan keterlambatan pembayaran sewa pesawat, serta penundaan pengalihan 13 pesawat ATR-72 dari Garuda Indonesia - karena belum mendapat persetujuan dari *lessor* untuk melanjutkan proses pengalihan. Turunnya permintaan penerbangan penumpang menuntut Perusahaan untuk tidak melakukan penambahan pesawat dikarenakan kondisi pandemi.

TARGET DAN PENCAPAIAN TERHADAP RKAP 2020

Realisasi RKAP di tahun 2019 menjadi salah satu bahan pertimbangan dalam penetapan RKAP 2020. Selain itu, untuk mencapai tujuan jangka panjang Perusahaan juga telah menetapkan *Roadmap* Rencana Jangka Panjang Perusahaan. Penyusunan RKAP dilakukan dengan mempertimbangkan pencapaian di tahun sebelumnya, proyeksi makro ekonomi dan pertumbuhan penumpang di tahun selanjutnya, serta keselarasan dengan rencana jangka panjang Perusahaan.

Dalam penetapan RKAP, Manajemen tetap menerapkan prinsip yang spesifik, terukur, dan relevan. Oleh sebab itu pada tahun 2020, Citilink merencanakan perolehan dari beberapa komponen substansial sebagai tolok ukur dalam menilai kinerja Perusahaan. Perbandingan antara rencana dan realisasi adalah sebagai berikut:

■ Pendapatan Usaha

Pendapatan usaha Citilink terdiri dari pendapatan penerbangan berjadwal, pendapatan penerbangan tidak berjadwal, dan pendapatan usaha lain-lain. Selama tahun 2020, pendapatan usaha Citilink mengalami penurunan sebesar 60,8% dari USD875.707.089 pada tahun 2019 menjadi USD343.387.518 pada tahun 2020. Penurunan tersebut dikarenakan penurunan pendapatan penumpang, pendapatan kelebihan bagasi, *sales on board* dan lain-lain. Di sisi lain, Pendapatan Kargo meningkat 16% YoY. Realisasi Pendapatan Usaha di tahun 2020 mencapai 30,9% dari RKAP tahun 2020 sebesar USD 1.111.979.399.

- 2 units of Airbus 330-900 NEO
- 1 unit of serviceable Boeing 737 classic: 1 unit of Boeing 737-500 which has been converted into a freighter
- 7 units of unserviceable Boeing 737 classic: 2 units of Boeing 737-500 and 5 units of Boeing 737-300

As of December 31, 2020, the number of aircraft in operation decreased by 31% from the 2020 RKAP target. This is due to 10 reserved block aircrafts carried out by the lessor since March 2020 because of the delays in lease payment, as well as the delay in the transfer of 13 units of ATR-72 from Garuda Indonesia - given the lessor has not given approval to continue the transfer process. The decline in demand for passenger flights due to the pandemic also requires the Company not to add aircraft.

TARGETS AND ACHIEVEMENTS OF THE 2020 RKAP

The realization of the 2019 corporate work and budget plan (RKAP) is one of the considerations in preparing the RKAP for 2020. In addition, to achieve the long-term goals, the Company has established the Roadmap for the Company's Long-Term Plan. The preparation of the RKAP is done with consideration of the previous year achievements, the forecast for macroeconomic and passenger growth in the following year, as well as alignment with the Company's long-term plans.

In determining the RKAP, the Management continues to apply specific, decisive, and relevant principles. Therefore, in 2020, Citilink planned to earn revenues from several substantial components as a benchmark in assessing the Company's performance. The comparison between plan and realization is as follows:

■ Operating Revenue

The operating revenues of Citilink come from scheduled flights, non-scheduled flights, and others. In 2020, Citilink's operating revenues decreased by 60.8% to USD343,387,518 from USD875,707,089 in 2019. This condition was due to a decline in passenger revenue, excess baggage revenue, sales on board and others. On the other hand, Cargo Revenue increased 16% YoY. Realization of Operating Income in 2020 reached 30.9% of the 2020 RKAP of USD 1,111,979,399.

■ Aset

Nilai aset Perusahaan mengalami kenaikan sebesar 315.9% dari USD2,448,118,521 pada tahun 2019 menjadi USD2.448.118.521 ribu pada tahun 2020. Kenaikan ini terutama disebabkan oleh kenaikan aset tidak lancar sebesar 387%. Realisasi Nilai Aset Perusahaan di tahun 2020 mencapai 119,7% dari RKAP tahun 2020 sebesar USD2.044.398.702.

■ Laba Bersih

Laba bersih Perusahaan pada 2020 tercatat menurun sebesar -816,0% sebagai akibat dari penurunan pendapatan usaha. Laba tahun berjalan mengalami penurunan sebesar -821,0% dari USD42.512.857 pada tahun 2019 menjadi minus USD306.537.258 pada tahun 2020. Realisasi Laba bersih Perusahaan di tahun 2020 mencapai -7.647,9% dari RKAP tahun 2020 sebesar USD4.008.098.

KENDALA DAN SOLUSI PENANGANANNYA

Pada tahun 2020, penurunan permintaan yang cukup signifikan akibat pandemi dihadapi oleh Perusahaan. Fluktuasi harga avtur dan nilai tukar Rupiah terhadap USD menjadi tantangan tersendiri yang harus disikapi lebih cermat oleh Perusahaan. Apalagi biaya bahan bakar merupakan 30-40% dari total biaya. Dari sisi kurs atau nilai tukar, tantangan yang dihadapi adalah Perusahaan harus membayarkan kewajibannya dalam nilai tukar USD, sementara sebagian besar pendapatan Perusahaan dalam Rupiah.

Tantangan lain yang dihadapi Perusahaan adalah pembatasan jam operasional bandara sebagai akibat diberlakukannya PSBB di beberapa wilayah di Indonesia. Hal tersebut menjadi tantangan yang cukup besar bagi Perusahaan untuk terus bertahan di tahun 2020.

Dengan mencermati kinerja profitabilitas per rute, strategi dan ketersediaan slot bandara, Perusahaan melakukan *re-route* dan menyesuaikan jumlah frekuensi pada sejumlah rute disesuaikan dengan *seasonality* dan *demand* pasar.

Berikut adalah *update* penambahan frekuensi, pembukaan rute baru dan penutupan rute untuk menyesuaikan dengan *demand* serta regulasi yang ada:

■ Assets

The value of the Company's assets increased by 315.9% to USD2,448,118,521 in 2020 from USD588,622,631 in 2019. This increase was mainly contributed by non-current assets which jumped by 387%. The realization of the Company's assets in 2020 reached 119.7% of the 2020 RKAP target of USD2,044,398,702.

■ Net Income

The Company's net profit in 2020 was recorded to decrease by -816.0% as a result of a decline in operating revenues. The profit for the year decreased by -821.0% to minus USD306,537,258 from USD42,512,857 in 2019. The realization of the Company's net profit in 2020 reached -7,647.9% of the 2020 RKAP target of USD4,008.098.

OBSTACLES AND HANDLING SOLUTIONS

In 2020, the Company faced a significant decline in demand due to the pandemic. The fluctuation of prices of the aviation fuel and the exchange rate of the Rupiah against the USD was also a challenge that must be addressed more carefully by the Company. Moreover, the cost of fuel is 30-40% of the total cost. In terms of the exchange rate, the challenge is that the Company has to pay its obligations in USD, while most of the Company's revenue is in Rupiah.

Another challenge faced by the Company was the limitation of airport operating hours as a result of the implementation of lockdown in several regions in Indonesia. That was a big challenge for the Company to continue to survive in 2020.

By observing the profitability per route, strategy and availability of airport slots, the Company rerouted and adjusted the number of frequencies on a number of routes according to seasonality and market demand.

The following are updates on frequencies, opening new routes and closing routes to adjust to the existing demand and regulations:

Month	Route vv.	Remarks	Type of A/C	Effective Date
Jan 20	CGK-KJT	New Route	A 320	14 Jan 2020
	CGK-DPS	Add Freq	A 320	24 Jan 2020
	DPS-AVV	New Route	A 320	24 Jan 2020
	DPS-TIM	New Route	A 320	31 Jan 2020
Feb 20	SUB-KUL	Close Route	A 320	8 Feb 2020
	BDO-KUL	New Route	A 320	8 Feb 2020
	SUB-JED	New Route	A 330	9 Feb 2020
Mar 20	CGK-PNH	Close Route	A 320	1 Mar 2020
	UPG-AMQ	Close Route	A 320	4 Mar 2020
	DPS-AVV	Close Route	A 320	5 Mar 2020
	CGK-DPS	Reduce Freq	A 320	5 Mar 2020
	PNK-PSU	New Route	ATR	20 Mar 2020
	PNK-KTG	New Route	ATR	20 Mar 2020
	CGK-YIA	New Route ex. JOG	A 320	29 Mar 2020
	KNO-YIA	New Route ex. JOG	A 320	29 Mar 2020
	PKU-YIA	New Route ex. JOG	A 320	29 Mar 2020
	BPN-YIA	New Route ex. JOG	A 320	29 Mar 2020
Apr 20	UPG-YIA	New Route ex. JOG	A 320	29 Mar 2020
	JOG-HLP	New Route	ATR	29 Mar 2020
	CGK-KUL	Reduce Freq	A 320	1 Apr 2020
	PLM-BUU	Close Route	ATR	2 Apr 2020
May 20	Stop Operate Regular Flight due to PM 25 2020			24 Apr 2020
	JOG-HLP	Add Freq	ATR	3 May 2020
	Re-Operate Regular Flight base on SE 31 2020			8 May 2020
Jun 20	Stop Operate Regular Flight due to low demand			15 May 2020
	Re-Operate all Regular Flight			1 Jun 2020
Aug 20	First Flight Freighter			10 Jun 2020
	SUB-AAP	New Route	A 320	6 Aug 2020
	SUB-BTH	Reduce Freq	A 320	6 Aug 2020
	BDO-KNO	New Route	A 320	21 Aug 2020
	BDO-DPS	New Route	A 320	21 Aug 2020
	BDO-PLM	New Route	A 320	21 Aug 2020
	BDO-PKU	New Route	A 320	21 Aug 2020
	BDO-BPN	New Route	A 320	21 Aug 2020
	DPS-YIA	Close Route	A 320	21 Aug 2020
	DPS-TIM	Close Route	A 320	21 Aug 2020
	SUB-BWX	Add Freq	ATR	28 Aug 2020
	BWX-DPS	New Route	ATR	28 Aug 2020
	DPS-LOP	New Route	ATR	28 Aug 2020

Month	Route vv.	Remarks	Type of A/C	Effective Date
Sep 20	BDJ-YIA	Close Route	A 320	7 Sep 2020
	PSBB Jakarta Tahap 2 / Large-scale Social Restrictions (PSBB) in Jakarta Phase 2			14 Sep 2020
	UPG-BUW	New Route	ATR	17 Sep 2020
	UPG-PUM	New Route	ATR	17 Sep 2020
	UPG-LLO	New Route	ATR	17 Sep 2020
Oct 20	UPG-KSR	New Route	ATR	17 Sep 2020
	UPG TRT	New Route	ATR	10 Oct 2020
	KNO-AEG	Close Route	ATR	25 Oct 2020
	KNO-LSW	Close Route	ATR	25 Oct 2020
Nov 20	CGK-LBJ	Add Freq	A 320	11 Nov 2020
	BDO-SUB	New Route	ATR	2 Nov 2020
	CGK-PDG	Add Freq	A 320	11 Nov 2020
	CGK-PNK	Add Freq	A 320	11 Nov 2020
	UPG-OJU	New Route	ATR	25 Nov 2020
Dec 20	CGK-LOP	New Route	A 320	1 Dec 2020
	CGK-KJT	Close Route	A 320	1 Dec 2020
	SUB-KJT	Close Route	A 320	1 Dec 2020
	KOE-ENE	New Route	ATR	15 Dec 2020
	KOE-WGP	New Route	ATR	15 Dec 2020
	KOE-LBJ	New Route	ATR	15 Dec 2020
	KOE-BJW	New Route	ATR	15 Dec 2020
	SUB-DJJ	New Route	A 320	18 Dec 2020
	CGK-TKG	New Route	A 320	20 Dec 2020
	CGK-BWX	Reduce Freq	A 320	12 Dec 2020
	CGK-PNK	Reduce Freq	A 320	12 Dec 2020
	CGK-PLM	Add Freq	A 320	15 Dec 2020
	CGK-PDG	Add Freq	A 320	15 Dec 2020
	CGK-KNO	Add Freq	A 320	30 Dec 2020
	CGK-BPN	Add Freq	A 320	30 Dec 2020
CGK-BDJ	Add Freq	A 320	30 Dec 2020	
CGK-BTH	Add Freq	A 320	30 Dec 2020	
CGK-YIA	Add Freq	A 320	30 Dec 2020	
CGK-TKG	Add Freq	A 320	30 Dec 2020	

PROSPEK USAHA 2021

Industri penerbangan global tahun 2021 diproyeksikan akan kembali pulih secara bertahap. Terutama untuk pasar domestik yang diperkirakan lebih cepat pulih dibandingkan dengan pasar internasional.

Dalam laporannya, IATA memproyeksikan industri penerbangan global akan kembali pulih secara bertahap hingga tahun 2025. Peningkatan permintaan pada penerbangan penumpang dalam negeri dan internasional di dunia akan kembali tumbuh seiring ditemukannya vaksin serta menurunnya sebaran COVID-19 di dunia. Namun demikian, meski vaksin telah ditemukan, proses pemulihan masih membutuhkan waktu karena adanya faktor ketidakpastian vaksin serta telah terpuruknya kondisi ekonomi tahun 2020.

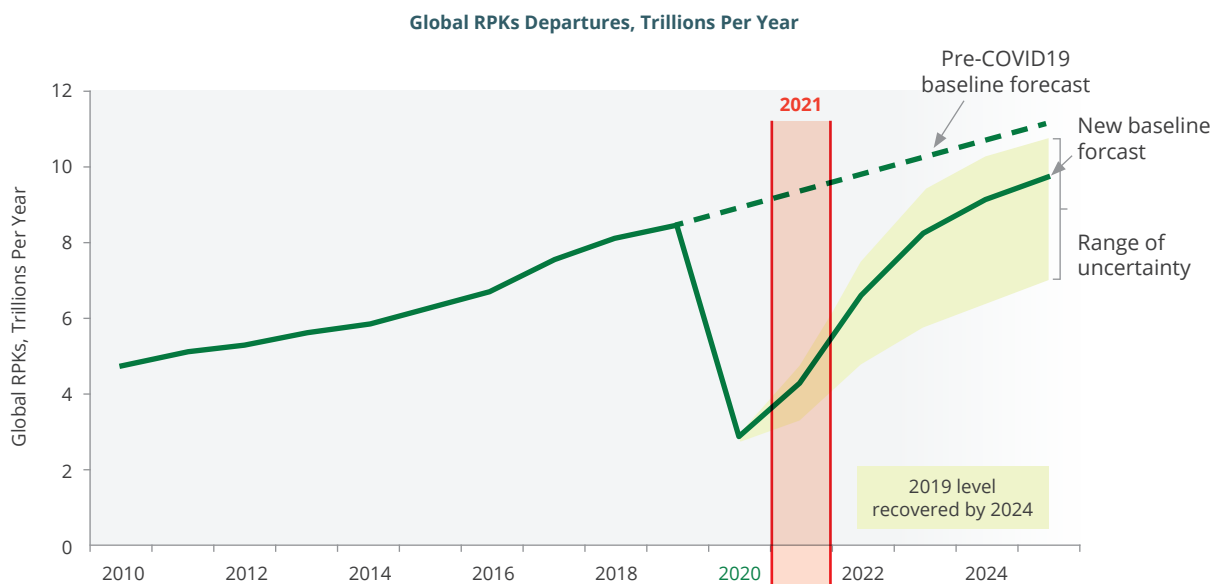
BUSINESS PROSPECTS IN 2021

The global aviation industry in 2021 is projected to recover gradually. Especially for the domestic market, which is estimated to recover faster than the international market.

In its report, IATA projects that the gradual recovery of the global aviation industry will occur until 2025. The increasing demand for domestic and international passenger flights in the world will grow again as the vaccine has been found and the spread of COVID-19 in the world has started to decrease. However, even though the vaccine has been available, the recovery process will still take time due to the uncertainty factor of the vaccine and the slump in economic conditions in 2020.

PERTUMBUHAN TRAFIK PENUMPANG TAHUNAN TAHUN 2010 – 2025

ANNUAL PASSENGER TRAFFIC GROWTH 2010 – 2025



Sumber: IATA/Tourism Economics 'Air Passenger Forecasts' November 2020
Source: IATA/Tourism Economics 'Air Passenger Forecasts' November 2020

Pertumbuhan Trafik Penumpang per kuartal Tahun 2020 – 2021
Passenger Traffic Growth per Quarter of the Year 2020 – 2021

Compared to Baseline	Seat Capacity (%)			Passenger Number (Million)			Passenger Revenue (USD, Billion)		
	Total	International	Domestic	Total	International	Domestic	Total	International	Domestic
1Q 2020	-18%	-20%	-17%	-287	-111	-176	-35	-20	-15
2Q 2020	-79%	-92%	-69%	-1.044	-488	-556	-136	-86	-50
3Q 2020	-56%	-75%	-42%	-882	-478	-404	-122	-86	-36
4Q 2020	-49% to -49%	-75% to -75%	-31% to -31%	-678 to -680	-393 to -393	-285 to -287	-98 to -98	-72 to -72	-26 to -26
Total 2020	-51% to -51%	-67% to -67%	-40% to -40%	-2,891 to -2,893	-1,470 to -1,471	-1,421 to -1,423	-391 to -391	-263 to -264	-127 to -127
1Q 2021	-41% to -45%	-66% to -71%	-24% to -28%	-563 to -619	-339 to -362	-224 to -257	-38 to -90	-63 to -67	-20 to -23
2Q 2021	-28% to -41%	-46% to -63%	-15% to -25%	-443 to -642	-291 to -392	-151 to -250	-65 to -92	-52 to -69	-13 to -23

Sumber: *Effects of Novel Coronavirus (COVID-19) on Civil Aviation: Economic Impact Analysis* (Desember 2020)
Source: *Effects of Novel Coronavirus (COVID-19) on Civil Aviation: Economic Impact Analysis* (December 2020)

Sesuai dengan proyeksi PWC terhadap situasi dan kondisi pasar industri penerbangan nasional tahun 2021-2025, pertumbuhan pasar penerbangan domestik tahun 2021 diperkirakan akan mulai menapaki tren meningkat secara bertahap. Pertumbuhan permintaan pada Kuartal 1 2021 masih terdampak COVID-19 dan akan mulai naik pada Kuartal 2 2021 seiring dengan dimulainya distribusi vaksin untuk masyarakat umum serta dampak dari momen lebaran. Hal ini juga didorong oleh naiknya pertumbuhan ekonomi Indonesia yang berdampak pada peningkatan mobilitas masyarakat dalam bentuk perjalanan bisnis dan perjalanan wisata. Selain itu adanya dukungan program pengembangan wisata oleh Pemerintah diperkirakan akan mampu mendorong masyarakat untuk kembali berwisata ke berbagai destinasi wisata domestik.

Setiap tahunnya, pasar domestik memiliki ciri persaingan yang ketat dimana operator penerbangan memiliki kecenderungan untuk melakukan penyesuaian harga yang agresif melalui strategi perang harga dengan tujuan merebut pasar.

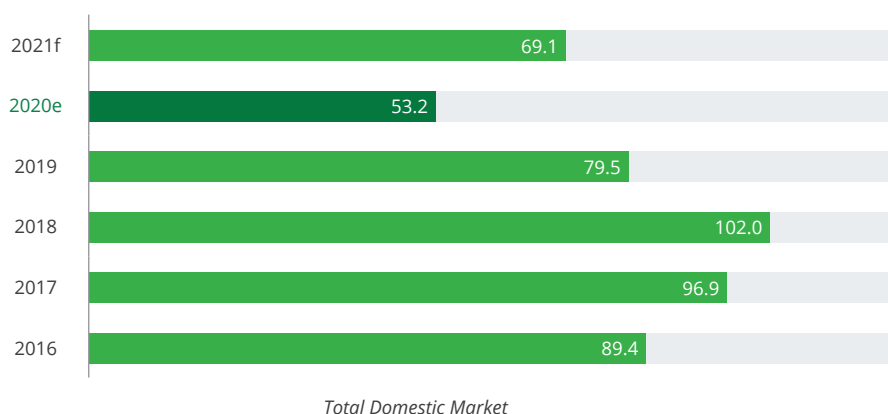
According to PWC's projections on the situation and condition of the national aviation industry in 2021-2025, the growth of the domestic aviation market in 2021 is expected to begin to climb a gradual upward trend. The demand growth in Q1 2021 will be still affected by the COVID-19 and will start to increase in Q2 2021 along with the start of vaccine distribution for the general public and the impact of the Eid al-Fitr moment. The increase in Indonesia's economic growth will also be a drive since it has an impact on increasing the community mobility in the form of business trips and tourist trips. In addition, the support for tourism development programs by the Government is expected to be able to encourage people to travel again to various domestic tourist destinations.

Every year, the domestic market is characterized by intense competition where the airline operators tend to make aggressive price adjustments through price war strategy to capturing the market.

Pasar penerbangan domestik pada tahun 2021 diperkirakan akan kembali bertumbuh 15,9 juta menjadi sebesar 69,1 juta atau tumbuh sebesar 30% dibanding tahun 2020. Namun total permintaan pasar masih pada posisi 86% dibanding pasar tahun 2019. Sedangkan untuk pasar internasional diproyeksikan akan tumbuh lebih besar mengingat penurunan yang lebih signifikan pada tahun 2020. Pasar internasional diperkirakan tumbuh di angka rata-rata sebesar 73% pada tahun 2021 atau menjadi total 28,4 juta orang. Angka pertumbuhan ini menempatkan posisi pasar internasional masih di angka 60% dibandingkan dengan pasar tahun 2019.

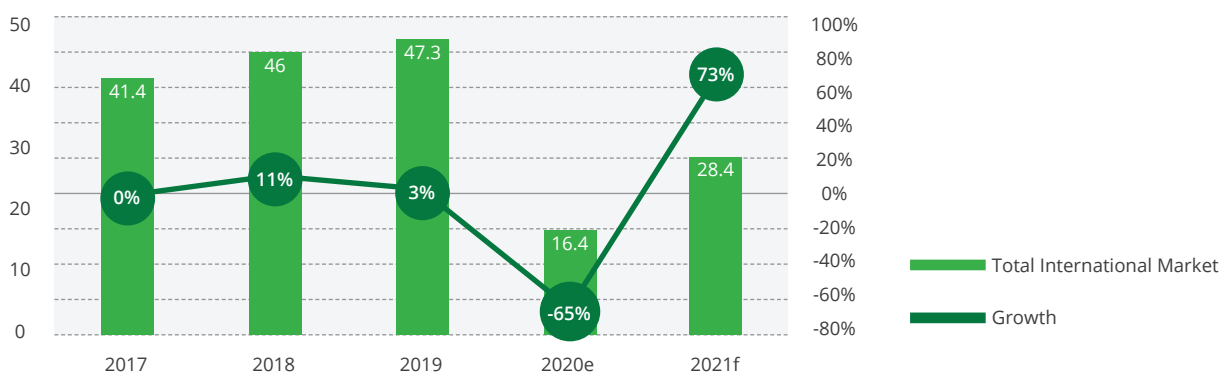
The domestic aviation market in 2021 is expected to grow again by 15.9 million to 69.1 million or a growth of 30% compared to 2020. However, the total market demand will be still at 86% of the 2019 figure. Meanwhile, the international market is projected to grow bigger considering the more significant decline in 2020. The international market is expected to grow at an average rate of 73% in 2021 or to a total of 28.4 million people. Still, this growth will be 60% of the 2019 number.

Proyeksi Pertumbuhan Permintaan Domestik Tahun 2016-2021F
Projection of Domestic Demand Growth Year 2016-2021F



Sumber: RJPP Garuda Indonesia 2020-2024 – Market Projection
Source: RJPP Garuda Indonesia 2020-2024 – Market Projection

Proyeksi Pertumbuhan Permintaan Internasional Tahun 2017-2020F
Projection of International Demand Growth Year 2017-2020F

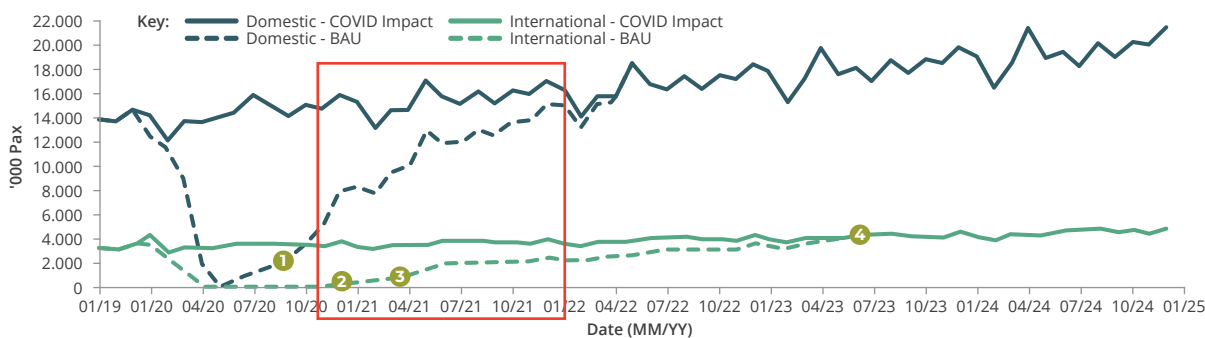


Sumber: RJPP Garuda Indonesia 2020-2024 – Market Projection
Source: RJPP Garuda Indonesia 2020-2024 – Market Projection

Proyeksi Pertumbuhan Permintaan Penerbangan Tahun 2019-2025
Projection of Flight Demand Growth Year 2019-2025

We expect a 'return to normal' for domestic travel by 2022 and by 2023 for international travel

Passenger Air Traffic Forecast - BAU vs. Covid-19 Impact, October 2019 - December 2024



- Comments**
- 1 National lockdown policies (PSBB) enforced until the Q4 2020
 - 2 Domestic travel is expected to be permitted but under controlled measures from Q3 2020 - this will be catalyzed by postponed Eid Mubarak Holiday
 - 3 Travel confidence is expected to remain low in Q1 2021 - but will be encouraged in Q2 2021 due to Eid holiday and potential vaccine launch (estimated June 2021)
 - 4 Full traffic recovery for domestic travel is expected around Q2 2022 and full recovery for international travel is expected around Q3 2023

Sumber: RJPP Citilink 2020-2024 – Market Projection
Source: RJPP Citilink 2020-2024 – Market Projection

PENERAPAN TATA KELOLA PERUSAHAAN DI TAHUN 2020

Dalam upaya mewujudkan komitmen terhadap penerapan Tata Kelola Perusahaan yang Baik, Citilink secara berkesinambungan berupaya melakukan penyempurnaan terhadap seluruh aspek yang dapat membentuk terciptanya Tata Kelola Perusahaan yang Baik. Aspek yang dimaksud meliputi: aspek struktur, aspek proses, dan aspek *outcome* perusahaan. Selain itu, Perusahaan juga senantiasa menumbuhkan etika dalam bentuk kesadaran bagi seluruh pihak sebagai pemenuhan terhadap tata kelola yang baik di setiap pelaksanaan pekerjaan.

Citilink melalui jajaran Dewan Komisaris, Direksi, dan segenap insan Perusahaan berkomitmen untuk melaksanakan prinsip-prinsip GCG yang berlandaskan nilai-nilai pokok seperti yang tertuang pada Budaya Kerja Perusahaan. Kesadaran ini didukung penuh oleh Dewan Komisaris yang dibantu dengan Komite Audit melakukan pengawasan kegiatan terhadap pelaksanaan GCG.

Dalam menjalankan fungsinya, Direksi didukung oleh berbagai organ pendukung yang memberikan berbagai rekomendasi atas aspek-aspek pengelolaan bisnis

THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE IN 2020

In an effort to realize its commitment to the implementation of Good Corporate Governance, Citilink continuously strives to make improvements to all aspects so the Good Corporate Governance principles can run smoothly. The aspects in question include: structural, process, and corporate outcome. In addition, the Company also continues to cultivate ethics in the form of awareness for all parties to fulfill the good governance requirements in the implementation of every work.

Citilink, through the Board of Commissioners, Board of Directors, and all Company personnel, is committed to implementing the GCG principles based on core values as stated in the Company's Work Culture. This awareness is fully supported by the Board of Commissioners who is assisted by the Audit Committee to supervise activities on the implementation of GCG.

In conducting its functions, the Board of Directors is supported by several supporting organs that provide various recommendations on aspects of the Company's

Perusahaan. Peran organ pendukung menjadi sangat penting agar dalam setiap pengambilan keputusan, Direksi memiliki perspektif lengkap dari berbagai sisi. Baik dari sisi keberlangsungan bisnis Perusahaan, maupun kepentingan pemegang saham dan pemangku kepentingan.

Penerapan GCG dalam Perusahaan mempunyai tujuan-tujuan strategis yang diharapkan dapat menjadi sarana untuk mencapai visi, misi, serta tujuan Perusahaan secara lebih baik dan berkelanjutan. Penerapan prinsip GCG di lingkup Perusahaan didasarkan pada ketentuan dan peraturan yang berlaku, diantaranya Undang-Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas, serta mengacu pada 5 (lima) prinsip dasar yaitu: transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran - sebagaimana telah dirilis dalam Pedoman Umum *Good Corporate Governance* yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG).

KOMITMEN TERHADAP PENGEMBANGAN SDM

Dalam beberapa tahun ke depan, strategi pengembangan *Human Capital Management* Citilink diselaraskan guna mendukung *Corporate Strategy* Citilink, yaitu menjadi *Innovative Modern Airline*. Dengan demikian dalam pengelolaan dan pengembangan *Human Capital* akan berfokus pada penciptaan *Employee Experience* yang mampu menciptakan lingkungan kerja, mekanisme serta pola kerja karyawan untuk berpikir kreatif, inovatif, serta adaptif terhadap perubahan bisnis Perusahaan.

Internalisasi dan implementasi budaya perusahaan (*Simple-Prompt-Polite*) menjadi fokus utama di tahun 2020 guna meningkatkan *values internalization index* dan budaya Perusahaan sehingga dapat menciptakan *mutual trust* antara karyawan dan Perusahaan.

Dari sisi organisasi, Perusahaan akan fokus pada pengembangan organisasi yang fleksibel dan adaptif terhadap perubahan bisnis Perusahaan demi menyesuaikan kebutuhan yang dinamis.

Sedangkan dari sisi *talent & development*, Perusahaan mengidentifikasi kompetensi karyawan dan melakukan *review* terhadap kinerja karyawan melalui proses identifikasi dan pemetaan karyawan-karyawan yang potensial. Kebijakan ini memberikan kesempatan yang adil bagi

business management. The role of supporting organs is very important so that in every decision making, the Board of Directors has a complete perspective from various sides. Both in terms of the Company's business continuity, as well as the interests of shareholders and stakeholders.

The implementation of GCG in the Company has strategic objectives which are expected to be a means to achieve the Company's vision, mission, and goals in a better and sustainable manner. The implementation of GCG principles within the Company is based on the applicable provisions and regulations, including Law No. 40 of 2007 concerning Limited Liability Companies, and refers to 5 (five) basic principles, namely: transparency, accountability, responsibility, independence, and fairness - as has been released in the General Guidelines for Good Corporate Governance issued by the National Committee on Governance Policy (KNKG).

COMMITMENT TO HUMAN RESOURCE DEVELOPMENT

In the next few years, Citilink's development strategy for Human Capital Management will be aligned to support the Citilink's Corporate Strategy to become an Innovative Modern Airline. Thus, the management and the development of Human Capital will focus on Employee Experience that is able to create a work environment, mechanism and work pattern for employees to think creatively, innovatively, and adaptive to the changes in the Company's business.

The internalization and implementation of corporate culture (*Simple-Prompt-Polite*) became the main focus in 2020 in order to increase the internalization index and corporate culture so that the mutual trust between employees and the Company would be built.

From an organizational perspective, the Company will focus on developing an organization that is flexible and adaptive to the changes in the Company's business in order to adapt to dynamic needs.

Meanwhile, in terms of talent & development, the Company identifies the employee competencies and reviews the employee performance through the process of identifying and mapping the potential employees. This policy provides a fair opportunity for employees to grow and develop

karyawan untuk tumbuh dan berkembang melalui program pengembangan berupa pemberian tugas (*assignment*), pembinaan (*coaching*) dan pemberian pelatihan untuk meningkatkan kemampuan teknis maupun non teknis.

Dari sisi *performance*, pada tahun 2020 Perusahaan melakukan evaluasi kinerja pegawai dengan mempertimbangkan kondisi pandemi dan memiliki tujuan akhir untuk pengembangan pegawai. Evaluasi kinerja pegawai dilakukan dengan melihat *job description* dan perilaku kerja pegawai di divisi masing-masing. Penyesuaian pada pola penilaian tetap memperhatikan objektivitas dan kemudahan dalam proses penilaian.

Ke depannya, Perusahaan juga menekankan pentingnya *coaching* kinerja melalui implementasi *form coaching* yang dilakukan oleh seluruh karyawan dan *People Manager*. Setiap tahun, PMS terus dievaluasi dan disempurnakan agar dapat lebih efektif mendukung *People Manager* dalam mengelola kinerja karyawan.

Dari sisi HC Digital, di tahun 2020 Perusahaan berfokus dalam menerapkan *paperless based process* dengan mengedepankan penggunaan teknologi agar business process menjadi lebih efisien dan cepat. Adanya inovasi teknologi di dalam perusahaan dapat meningkatkan akselerasi kinerja, efektivitas pengambilan keputusan yang akurat dan mempermudah *monitoring*.

PERUBAHAN KOMPOSISI DIREKSI

Segenap jajaran Direksi berkomitmen untuk menjalankan amanah dan tanggung jawab dengan senantiasa mengedepankan prinsip tata kelola perusahaan yang baik untuk kepentingan Para Pemegang Saham dan Para Pemangku Kepentingan Lainnya.

Dasar pengangkatan:

Risalah Rapat Umum Pemegang Saham Tahunan Persetujuan Laporan Tahunan Tahun Buku 2019 dan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020, tertanggal 28 Mei 2020 yang kemudian dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 33 tanggal 23 Juni 2020 dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta.

through the development programs in the form of assignment, coaching and training to improve technical and non-technical skills.

In terms of performance, in 2020 the Company evaluated the employee performance by considering the pandemic situation with the ultimate goal of the development of the employees. The employee performance evaluation was done by looking at the job description and work behavior of employees in their respective divisions. Adjustments to the assessment pattern still paid attention to objectivity and ease in the process.

In the future, the Company will also emphasize the importance of coaching on performance through the implementation of form coaching conducted by all employees and People Manager. Every year, the performance management system (PMS) will continue to be evaluated and refined in order to more effectively support the People Manager in managing the employee performance.

From HC Digital's perspective, in 2020, the company focuses on paperless-based processes by using technology to make business processes more efficient and faster. The company's technological innovation can increase performance acceleration, the effectiveness of accurate decision making, and ease monitoring functions.

CHANGES IN THE BOARD OF DIRECTORS COMPOSITION

The entire Board of Directors is committed to carrying out the mandate and responsibility by always prioritizing the principles of good corporate governance for the benefit of the Shareholders and other Stakeholders.

Basis of appointment:

Minutes of the Annual General Meeting of Shareholders on the Approval of the 2019 Fiscal Year Annual Report and the Company's 2020 Work and Budget Plan (RKAP), dated May 28, 2020 which was later stated in the Deed of Meeting Resolution Statement No. 33 dated June 23, 2020, made before Arry Supratno, S.H., a notary in Jakarta.

Pada tahun 2020, komposisi Direksi PT Citilink Indonesia mengalami perubahan dengan kronologi sebagai berikut:

In 2020, the composition of the Board of Directors of PT Citilink Indonesia underwent a change with the following chronology:

No.	Kronologi Chronology
1	<p>Sebelumnya, susunan Direksi Citilink sebagaimana disebutkan di dalam Akta Pernyataan Keputusan Pemegang Saham No. 114 Tanggal 29 Oktober 2018, adalah sebagai berikut:</p> <p>Direktur Utama : Juliandra Direktur : Prasetyo Arie Wahyudi Fadjar Direktur : Benny Rustanto Direktur : Ester Siahaan</p> <p>Previously, the composition of Citilink's Board of Directors as stated in the Deed of Shareholders Decision Statement No. 114 dated October 29, 2018 was as follows: President & CEO : Juliandra Director : Prasetyo Arie Wahyudi Fadjar Director : Benny Rustanto Director : Ester Siahaan</p>
2	<p>Bahwa selanjutnya berdasarkan Risalah Rapat Umum Pemegang Saham Tahunan Persetujuan Laporan Tahunan Tahun Buku 2019 dan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020, tertanggal 28 Mei 2020 yang kemudian dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 33 tanggal 23 Juni 2020 dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta, terdapat:</p> <p>Pemberhentian Prasetyo Arie Wahyudi Fadjar dari jabatannya sebagai Direktur perusahaan, dengan putusan: "Menyetujui untuk memberhentikan dengan hormat Capt Prasetyo Arie Wahyudi Fadjar dari jabatannya selaku Pejabat Sementara (Pjs) Direksi Citilink yang berlaku efektif sejak ditutupnya RUPS ini dengan ucapan terima kasih atas pengabdianya selama memangku jabatan tersebut;</p> <p>Whereas furthermore, based on the Minutes of the Annual General Meeting of Shareholders on the Approval of the 2019 Fiscal Year Annual Report and the 2020 Corporate Work and Budget Plan (RKAP), dated May 28, 2020 which was later stated in the Deed of Meeting Resolution Statement No. 33 dated June 23, 2020 made before Arry Supratno, S.H., a notary in Jakarta, there was:</p> <p>The dismissal of Prasetyo Arie Wahyudi Fadjar from his position as Director of the Company, with the decision said: "Agree to honorably dismiss Capt Prasetyo Arie Wahyudi Fadjar from his position as Temporary Officer of the Citilink's Board of Directors which is effective as of the closing of this GMS with gratitude for his service while holding this position"</p>
3	<p>Bahwa selanjutnya Rapat Umum Pemegang Saham menyetujui dan mengangkat Sdr. Erlangga Sakti sebagai Direksi PT Citilink Indonesia yang berlaku efektif sejak disetujuinya yang bersangkutan oleh Dewan Komisaris PT Garuda Indonesia (Persero) Tbk dan Kementerian BUMN selaku Pemegang Saham Seri A PT Garuda Indonesia (Persero) Tbk;</p> <p>Whereas subsequently the General Meeting of Shareholders approved and appointed Mr. Erlangga Sakti as a Director of PT Citilink Indonesia, effective as of the appointment was approved by the Board of Commissioners of PT Garuda Indonesia (Persero) Tbk and the Ministry of SOEs as the Series A Shareholder of PT Garuda Indonesia (Persero) Tbk;</p>
4	<p>Bahwa dengan adanya pemberhentian tersebut, selanjutnya Rapat Umum Pemegang Saham menetapkan perubahan susunan Direksi menjadi sebagai berikut:</p> <p>Direktur Utama : Juliandra Direktur : Ester Siahaan Direktur : Benny Rustanto Direktur : Erlangga Sakti</p> <p>Whereas with the dismissal, the General Meeting of Shareholders determined the change in the composition of the Board of Directors to be as follows: President & CEO : Juliandra Director : Ester Siahaan Director : Benny Rustanto Director : Erlangga Sakti</p>

Sehingga berdasarkan kronologis di atas, Risalah Rapat Umum Pemegang Saham Tahunan Persetujuan Laporan Tahunan Tahun Buku 2019 dan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020, tertanggal 28 Mei 2020 yang kemudian dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 33 tanggal 23 Juni 2020 dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta, disebutkan susunan Direksi per 28 Mei 2020, adalah sebagai berikut:

So, based on the chronology above, the Minutes of the Annual General Meeting of Shareholders on the Approval of the 2019 Fiscal Year Annual Report and the 2020 Company Work and Budget Plan (RKAP), dated May 28, 2020 which was later stated in the Deed of Meeting Resolution Statement No. 33 dated June 23, 2020 made before Arry Supratno, S.H., a notary in Jakarta, states that the composition of the Board of Directors as of May 28, 2020, is as follows:

Nama / Name	Jabatan / Position
Juliandra	Direktur Utama / President & CEO
Ester Siahaan	Direktur Keuangan / Chief Financial Officer
Benny Rustanto	Direktur Niaga / Chief Commercial Officer
Erlangga Sakti	Direktur Operasi / Chief Operations Officer

APRESIASI

Pada tahun 2020, Citilink telah berhasil membukukan kinerja yang baik di tengah kondisi ekonomi yang penuh dengan tantangan. Untuk itu, perkenankanlah kami menyampaikan penghargaan serta terima kasih sebesar-besarnya kepada pemegang saham dan Dewan Komisaris yang terus memberikan dukungan dan arahan, serta seluruh relasi dan mitra kerja yang telah mendukung Perusahaan selama ini. Apresiasi juga kami berikan kepada seluruh jajaran karyawan atas integritas dan dedikasi yang tinggi, serta kerja keras dan semangat untuk memberikan hasil terbaik bagi kemajuan Perusahaan di masa yang akan datang.

APPRECIATION

In 2020, Citilink has managed to record a good performance in the midst of challenging economic conditions. For this reason, allow us to express our deepest appreciation and gratitude to the shareholders and the Board of Commissioners who continue to provide support and directives, as well as to all business and work partners who have been supporting the Company so far. We also appreciate all levels of employees for their high integrity and dedication, as well as hard work and passion to provide the best results for the Company's progress in the future.

Tangerang, 20 Agustus 2021

Tangerang, August 20, 2021

Atas nama Dewan Direksi,
On Behalf of the Board of Directors,

JULIANDRA
Direktur Utama
President & CEO





PROFIL PERUSAHAAN


Company Profile



03

INFORMASI UMUM DAN IDENTITAS PERUSAHAAN

General Information and Company Identity

Nama Perusahaan Company Name	PT Citilink Indonesia
Akta Pendirian Deed of Establishment	6 Januari 2009 6 January 2009
Tahun Beroperasi Komersial Year of Commercial Operation	<ul style="list-style-type: none"> ■ Beroperasi sejak 22 Juni 2012 berdasarkan AOC 121-046. ■ Pada tanggal 30 Juli 2012, mendapatkan IATA <i>flight code</i> "QG", ICAO <i>designation</i> "CTV" dan <i>call sign</i> "Supergreen". ■ Operated since 22 June 2012 based on AOC 121-046. ■ On July 30, 2012, received IATA flight code "QG", ICAO designation "CTV" and "Supergreen" call sign.
Dasar Hukum Pembentukan Legal Basis of Establishment	Akta No. 01 tanggal 6 Januari 2009 yang dibuat di hadapan Arikanti Natakusumah, SH, Notaris di Jakarta Deed No. 01 dated January 6, 2009 made before Arikanti Natakusumah, SH, a notary in Jakarta
Maksud dan Tujuan Pendirian Aims and Purpose of Establishment	<p>Melakukan usaha di bidang jasa angkutan udara niaga/komersial berbiaya murah (<i>low cost</i>), serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/ mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.</p> <p>Running a business in the field of low cost commercial air transportation services, as well as optimizing the utilization of the Company's resources to produce high quality and high competitive goods and/or services in order to gain/pursue profits to increase the Company's value by implementing Limited Liability Company principles.</p>
Kepemilikan Saham Shareholders	<p>Kepemilikan Saham Perusahaan per 31 Desember 2020: The Shareholders of the Company as of December 31, 2020 are as follows:</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>PT Garuda Indonesia (Persero) Tbk 98,65%</p> </div> <div style="text-align: center;">  <p>PT Aero Wisata 1,35%</p> </div> </div>
Modal Dasar Authorized Capital	Rp3.700.000.000.000,-
Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid-in Capital	Rp1.837.643.000.000,-
Jumlah Karyawan Number of Employees	2.032 pegawai / people



Sekretaris Perusahaan Corporate Secretary	Resty Kusandarina VP Corporate Secretary & CSR Management Support I Building, 1st Floor, Garuda City, Soekarno - Hatta International Airport Cengkareng, Tangerang 15111 Indonesia
Alamat Kantor Pusat Address of Headquarters	Management Support I Building, 1st Floor, Garuda City, Soekarno - Hatta International Airport Cengkareng, Tangerang 15111 Indonesia
Alamat Kantor Terdaftar Address of Registered Office	Komplek Juanda Business Center (JBC) Blok C1 No.2 Jl. Raya Juanda, Sawotratap, Gedangan, Sidoarjo
Wilayah Pengembangan Development Area	Melakukan ekspansi dalam kuantitas wilayah baik di dalam dan luar negeri Expansion in regional quantity both in domestic and international
Entitas Anak dan Asosiasi Subsidiaries and Associates	Anak Perusahaan PT Citilink Indonesia* Subsidiaries of PT Citilink Indonesia* <ul style="list-style-type: none"> ■ PT Garuda Tauberes Indonesia ■ PT Garuda Ilmu Terapan Cakrawala Indonesia ■ PT Garuda Indonesia Air Charter

*) dalam proses pembubaran dan likuidasi / in the process of dissolution and liquidation

 Telepon Telephone	021-39509000
 Surel Email	corcomm@citilink.co.id
 Website Perusahaan Corporate Website	www.citilink.co.id

RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company



PT Citilink Indonesia, disebut juga “Citilink” atau “Perusahaan” didirikan berdasarkan Akta No. 01 tanggal 6 Januari 2009 di hadapan Arikanti Natakusumah, SH, Notaris di Jakarta. Akta pendirian tersebut telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusannya No. AHU-14555.AH.01.01 Tahun 2009 tanggal 22 April 2009 serta diumumkan dalam Berita Negara Republik Indonesia No. 1 tanggal 3 Januari 2012, Tambahan No. 6.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir dengan Akta No. 179 tanggal 31 Mei 2018 dari Arikanti Natakusumah, SH, Notaris di Jakarta. Perubahan Anggaran Dasar telah diberitahukan kepada dan diterima oleh dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat No. AHU-AH.01.03-0217058 tanggal 29 Juni 2018.

PT Citilink Indonesia sendiri merupakan entitas anak usaha dari Badan Usaha Milik Negara (BUMN) PT Garuda Indonesia (Persero) Tbk. Perusahaan berdasarkan Akta Pendirian berdiri sejak tahun 2009, namun demikian *brand* Citilink dioperasikan terlebih dahulu oleh Garuda Indonesia dalam naungan *Strategic Business Unit* (SBU).

PT Citilink Indonesia, known as “Citilink” or the “Company” was established based on the Deed No. 01 dated January 6, 2009 made before Arikanti Natakusumah, SH, a notary in Jakarta. The deed of establishment has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia in its Decree No. AHU-14555.AH.01.01 of 2009 dated April 22, 2009 and announced in the State Gazette of the Republic of Indonesia No. 1 dated January 3, 2012, Supplement No. 6.

The Company's Articles of Association have been amended several times, most recently legalized by the Deed No. 179 dated May 31, 2018 from Arikanti Natakusumah, SH, a notary in Jakarta. The amendments to the Articles of Association have been notified to and received by the Ministry of Law and Human Rights of the Republic of Indonesia through the Letter No. AHU-AH.01.03-0217058 dated June 29, 2018.

PT Citilink Indonesia is a subsidiary of the State-Owned Enterprise (SOE) PT Garuda Indonesia (Persero) Tbk. The Company based on the Deed of Establishment was established in 2009, however, the Citilink brand was first operated by Garuda Indonesia under the auspices of the Strategic Business Unit (SBU).



Sesuai dengan Akta No. 23 tanggal 13 Januari 2012 mengenai perubahan setoran permodalan, dan Akta No. 91 tanggal 10 Agustus 2012 mengenai penyertaan tambahan modal berupa pesawat terbang, maka kepemilikan saham Citilink adalah 94,3% milik Garuda Indonesia dan 5,7% milik Aerowisata.

Dengan dimilikinya izin usaha penerbangan SIUAU/NB-027 pada tanggal 27 Januari 2012, dan sertifikat penerbangan AOC 121-046 pada tanggal 22 Juni 2012, Citilink mulai beroperasi secara independen tanggal 30 Juli 2012 dengan IATA *flight code* "QG", ICAO *designation* "CTV" dan *call sign* "Supergreen".

Hingga saat ini Citilink telah menjadi maskapai *Low Cost Carrier* (LCC) yang berkembang dengan pesat di Indonesia sejak pesawat A320 hadir sebagai salah satu armada yang dimiliki Perusahaan.

KETERANGAN PERUBAHAN NAMA

Sejak awal didirikannya Perusahaan pada tahun 2009 hingga akhir tahun buku 31 Desember 2020, Perusahaan belum pernah melakukan perubahan nama.

In accordance with the Deed No. 23 dated January 13, 2012 regarding changes in paid-in capital, and the Deed No. 91 dated August 10, 2012 pertaining the additional capital investment in the form of aircrafts, Citilink's shareholders are Garuda Indonesia holding 94.3% and Aerowisata holding 5.7%.

With the SIUAU/NB-027 flight license issued on January 27, 2012, and flight certificate AOC 121-046 on June 22, 2012, Citilink started operating independently on July 30, 2012 with IATA *flight code* "QG", ICAO *designation* "CTV" and *call sign* "Supergreen".

Until now Citilink has become a *Low Cost Carrier* (LCC) that keeps growing rapidly in Indonesia since the presence of A320 aircraft as one of the fleets owned by the Company.

DESCRIPTION ON THE CHANGE OF NAME

Since the Company's establishment in 2009 until the end of the fiscal year on December 31, 2020, the Company has never changed its name.

KEGIATAN DAN BIDANG USAHA

Business Activities and Fields

Berdasarkan Pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan terutama adalah sebagai berikut:

- Kegiatan Usaha Utama
 - i. Angkutan udara niaga berjadwal untuk penumpang, barang, dan pos dalam negeri dan luar negeri.
 - ii. Angkutan udara niaga tidak berjadwal untuk penumpang, barang, dan pos dalam negeri dan luar negeri.
 - iii. Jasa penunjang operasional angkutan udara niaga.
 - iv. Jasa layanan sistem informasi yang berkaitan dengan industri penerbangan, baik untuk keperluan sendiri maupun pihak ketiga.
 - v. Jasa layanan konsultasi yang berkaitan dengan industri penerbangan.
 - vi. Jasa layanan pendidikan dan pelatihan yang berkaitan dengan industri penerbangan, baik untuk keperluan sendiri maupun untuk pihak ketiga.
 - vii. Jasa penjualan paket wisata.
- Kegiatan Usaha Penunjang

Kegiatan usaha lainnya dengan melakukan optimalisasi pemanfaatan sumber daya Citilink.

KEGIATAN USAHA

Kegiatan usaha Citilink terdiri dari 3 (tiga) lini usaha utama, antara lain sebagai berikut:

1. Penerbangan Berjadwal

Penerbangan berjadwal menempuh rute penerbangan berdasarkan jadwal waktu, kota tujuan maupun kota-kota persinggahan yang tetap.

2. Penerbangan Tidak Berjadwal (*Charter*)

Penerbangan tidak berjadwal memiliki waktu, rute, maupun kota-kota tujuan dan persinggahan bergantung kepada kebutuhan dan permintaan pihak penyewa.

Based on Article 3 of the Company's Articles of Association, the scope of activities of the Company is as follows:

- Core Business Activities
 - i. Scheduled commercial air transportation for passengers, goods, and mail both in domestic and international.
 - ii. Unscheduled commercial air transportation for passengers, goods, and mail both in domestic and international.
 - iii. Services on the commercial air transportation operational support.
 - iv. Services on the information system related to the aviation industry, both for own use and for third parties.
 - v. Services on the consultation related to the aviation industry.
 - vi. Services on the education and training related to the aviation industry, both for own use and for third parties.
 - vii. Services on the tour package sales.
- Supporting Business Activities

Other business activities are conducted by optimizing the utilization of Citilink's resources.

BUSINESS ACTIVITIES

Citilink's business activities consist of 3 (three) main business lines, including the following:

1. Scheduled Flights

Scheduled flights take flight routes based on fixed time schedules, destination cities and stopover cities.

2. Unscheduled Flights (*Charter*)

Unscheduled flights have times, routes, and cities of destination and stopover depending on the needs and requests of the charterer.

3. Lainnya/Ancillary

Jasa *ancillary* adalah yang bukan berasal dari tiket, yaitu jasa seperti kargo, *sales on board*, *excess baggage* dan juga *advertising* baik di dalam kabin pesawat maupun pada badan luar pesawat. Pengembangan usaha yang diwujudkan melalui rencana penambahan jaringan rute dan frekuensi penerbangan yang dilayani mempertimbangkan kondisi lingkungan usaha, termasuk di dalamnya tingkat pertumbuhan permintaan dan juga kondisi persaingan, strategi usaha, ketersediaan armada, profitabilitas, izin rute dan ketersediaan infrastruktur itu sendiri.

3. Other/Ancillary

Ancillary services are those that do not come from tickets, such as cargo, sales on board, excess baggage and also advertising both inside the cabin and on the outside of the plane. Business development is realized through the plan to expand the route network and increase the frequency of flights by considering the conditions of the business environment, including the growth level of demand as well as the condition of competition, business strategy, fleet availability, profitability, route permits and the availability of infrastructure.



STRATEGI USAHA

Untuk mencapai tujuan jangka panjang Perusahaan di tahun 2024 yaitu menjadi maskapai yang memberikan layanan terbaik bagi penumpang dan bebas kerumitan (*the most hassle-free airline*), maka Citilink merancang langkah-langkah strategis yang dibagi melalui pencapaian tiap tahunnya ke dalam *Milestones 2020 – 2024*. Rancangan tersebut selaras dengan implementasi visi dan misi Perusahaan sebagai bagian dari *Garuda Indonesia Group*.

BUSINESS STRATEGY

To achieve the Company's long-term goal in 2024, which is to become the most hassle-free airline that provides the best service for passengers, Citilink has designed strategic steps which are divided into annual achievements of *Milestones 2020 – 2024*. The design is in line with the implementation of the Company's vision and mission as part of the *Garuda Indonesia Group*.

Berikut adalah tema tahunan dalam Rencana Jangka Panjang (RJPP) Citilink 2020 - 2024:

The following are the annual themes in Citilink's 2020-2024 Long Term Plan:



Sebagai bentuk tindak lanjut strategi usaha, pada tahun 2020 Citilink telah menerapkan langkah dan kebijakan strategis untuk konsolidasi bisnis dan penguatan kas Perusahaan. Pada tahun ini, dampak pandemi COVID-19 cukup tercermin dalam kondisi keuangan Perusahaan, namun Citilink senantiasa berupaya untuk melakukan penguatan dengan meminimalisir kerugian. Dengan tema “*Consolidating the Business*” di tahun 2020, berikut adalah beberapa *milestones* Perusahaan yang telah dilakukan selama tahun 2020:

As a form of business strategy follow-up, in 2020 Citilink has implemented strategic steps and policies for business consolidation and strengthening the Company's cash. This year, the impact of the COVID-19 pandemic is reflected in the Company's financial condition, but Citilink always strives to strengthen it by minimizing losses. With the theme “*Consolidating the Business*” in 2020, here are some of the Company's milestones made during 2020:

1. Capacity and Revenue Management

Kondisi pandemi COVID-19 yang terjadi selama tahun 2020 menyebabkan Citilink tidak melakukan penambahan pesawat dikarenakan kondisi pandemi COVID-19 yang berdampak terhadap turunnya permintaan, sehingga penyesuaian kapasitas dilakukan sesuai dengan kondisi pasar.

Total armada pesawat pada 31 Desember 2020 terdiri dari 68 unit pesawat dengan rincian sebagai berikut:

- 7 ATR 72-600
- 41 Airbus A320 + 10 Airbus A320 (*reserved block*)
- 2 Airbus A330-900 NEO
- 1 Boeing 737 *classic* yang *serviceable*: 1 Boeing 737-500 yang telah dikonversi menjadi *Freighter*
- 7 unit Boeing 737 *classic* yang *unserviceable*: 2 Boeing 737-500 dan 5 Boeing 737-300

1. Capacity and Revenue Management

The COVID-19 pandemic that occurred during 2020 halted Citilink from adding its aircraft due to the decreasing demand, so the capacity adjustments were made in accordance with the market conditions.

The total aircrafts as of December 31, 2020 consist of 68 units with the following details:

- 7 ATR 72-600
- 41 Airbus A320 + 10 Airbus A320 (*reserved block*)
- 2 Airbus A330-900 NEO
- 1 unit of *serviceable* Boeing 737 *classic*: 1 unit of Boeing of 737-500 which has been converted into a *freighter*
- 7 units of *unserviceable* Boeing 737 *classic*: 2 units of Boeing 737-500 and 5 units of Boeing 737-300

Kapasitas layanan penerbangan berjadwal ASK 2020 turun sebesar 26,2% menjadi 9,7 miliar. Realisasi ASK 51,7% dari jumlah yang dianggarkan. Hal ini terjadi sejak diberlakukan PSBB mulai April 2020 (selama masa pandemi), sehingga berdampak pada berkurangnya kapasitas penumpang sebesar 50% dari kapasitas normal.

Merujuk kepada aturan tersebut, Citilink melakukan penyesuaian kapasitas sesuai kebijakan yang berlaku. Itu tercermin dari penurunan jumlah penumpang secara signifikan, yaitu sebesar 55,0% dibanding tahun 2019. Atas hal ini, Perusahaan berupaya melakukan manajemen kapasitas dengan menurunkan utilisasi pesawat. Jika dibandingkan dengan tahun 2019, untuk tahun 2020 rata-rata utilisasi pesawat turun 11,5% atau rata-rata 7,3 jam/hari.

Selama tahun 2020, Citilink banyak menambah frekuensi penerbangan berjadwal terutama untuk rute-rute penerbangan domestik ATR. Selain itu, beberapa rute baru penerbangan ATR dibuka di tahun 2020 seperti PNK-KTG, PNK-PSU, dan beberapa rute dari Hub UPG seperti UPG-BUW, UPG-KXB, UPG-KSR, dan UPG-OJU.

Jumlah penumpang yang diangkut pada tahun 2020 mencapai 5,5 juta orang, menurun 54,9% dibandingkan periode tahun 2019, pencapaian 34% dari anggarannya. RPK tahun 2020 yang juga mengalami penurunan sebesar 53,9% dibandingkan tahun 2019, menjadi 4,6 miliar. Tingkat isian penumpang turun sebesar 28,2pp dibandingkan tahun 2019, menjadi 47,0%.

The available seat kilometer (ASK) of scheduled flights in 2020 decreased by 26.2% to 9.7 billion. ASK realization was 51.7% of the budgeted. This happened since the lockdown was implemented in April 2020 (during the pandemic), ruling to cut the passenger capacity by 50% of the normal.

Referring to the rule, Citilink made capacity adjustments according to the applicable policies. This is reflected in the significant decrease in the number of passengers, reaching 55.0% compared to 2019. In this regard, the Company sought to carry out capacity management by reducing the aircraft utilization. Compared to 2019, the 2020 average aircraft utilization decreased by 11.5% or an average of 7.3 hours/day.

During 2020, Citilink increased the frequency of scheduled flights, especially for domestic ATR routes. In addition, several new ATR flight routes were also opened in 2020 PNK-KTG, PNK-PSU, and several hub routes from UPG such as UPG-BUW, UPG-KXB, UPG-KSR, dan UPG-OJU.

The number of passengers in 2020 reached 5.5 million people, plummeting 54.9% from the 2019 figure, achieving 34% of the target. The revenue passenger kilometer (RPK) in 2020 also dropped by 53.9% from 2019 achievement to 4.6 billion. The passenger load factor decreased by 28.2pp compared to 2019, to 47.0%.

Selama tahun 2020, Citilink banyak menambah frekuensi penerbangan berjadwal terutama untuk rute-rute penerbangan domestik ATR. Selain itu, beberapa rute baru penerbangan ATR dibuka di tahun 2020 seperti Pontianak-Ketapang (PNK-KTG), Pontianak-Putussibau (PNK-PSU), dan beberapa rute dari Hub Makassar (UPG) seperti Makassar-Bau-Bau (UPG-BUW), Makassar-Kolaka (UPG-KXB), Makassar-Selayar (UPG-KSR), dan Makassar-Tanjung Api (UPG-OJU).

During 2020, Citilink increased the frequency of scheduled flights, especially for domestic ATR routes. In addition, several new ATR flight routes were also opened in 2020 such as Pontianak-Ketapang (PNK-KTG), Pontianak-Putussibau (PNK-PSU), and several hub routes from Makassar (UPG) such as Makassar-Bau-Bau (UPG-BUW), Makassar-Kolaka (UPG-KXB), Makassar-Selayar (UPG-KSR), and Makassar-Tanjung Api (UPG-OJU).

Dampak pandemi COVID-19 dan pemberlakuan PSBB 2020 menyebabkan kombinasi penurunan produksi penerbangan berjadwal dan tingkat isian penumpang, sehingga berakibat pada penurunan *pax yield* sebesar 29,9% dan Pax Rev/ASK pada 2020 turun signifikan sebesar 56,1% dibandingkan tahun 2019, menjadi USCent2,5.

Meski demikian, terdapat peningkatan realisasi penerbangan berjadwal kargo. Untuk jumlah kargo yang diangkut di tahun 2020 sebesar 66,9% dari jumlah yang dianggarkan, yang mana realisasinya telah melampaui persentase pencapaian untuk *pax* selama tahun 2020. Begitupun *cargo yield* pada 2020, pencapaiannya hingga 100,4% dari yang dianggarkan.

2. Likuidasi Anak Usaha 2020

Pada tahun 2020, Citilink sebagai pemegang saham mayoritas atas beberapa anak usaha melakukan proses pembubaran/likuidasi atas anak usaha tersebut. Adapun anak usaha yang dilakukan proses likuidasi dimulai di tahun 2020 terdiri dari PT Garuda Indonesia Terapan Cakrawala (GITC) dan PT Garuda Tauberes Indonesia (GTI), dengan dasar Keputusan Direksi Perseroan dan Dewan Komisaris di Luar Rapat Dewan Komisaris tanggal 28 Februari 2020 dan 12 Mei 2020.

Diharapkan proses pembubaran/likuidasi anak usaha dapat selesai pada tahun 2021 setelah melalui tahapan terakhir, dimana perusahaan melakukan proses pembagian hasil kekayaan likuidasi kepada para kreditor.

3. Rute dan Destinasi 2020

Penambahan frekuensi, pembukaan rute baru dan penutupan rute untuk menyesuaikan dengan *demand* serta regulasi yang ada selama periode pandemi COVID-19 di tahun 2020 sebagai berikut:

The impact of the COVID-19 pandemic and the implementation of the 2020 lockdown caused a combination of a reduction in scheduled flight production and passenger load factor, resulting in a 29.9% decrease in pax yield and a significant decrease in Pax Rev/ASK in 2020 by 56.1% compared to 2019, to become USCent2.5.

However, there is an increase in the realization of scheduled cargo flights. The amount of cargo transported in 2020 was 66.9% of the target, of which the realization had exceeded the pax percentage achievement in 2020. Likewise for cargo yield in 2020, the achievement was up to 100.4% of the target.

2. Liquidation of Subsidiaries in 2020

In 2020, Citilink started the process of dissolution/liquidation of its subsidiaries, namely PT Garuda Indonesia Terapan Cakrawala (GITC) and PT Garuda Tauberes Indonesia (GTI), based on the decision of the Company's Board of Directors and the Board of Commissioners in lieu of Board of Commissioners' Meetings on February 28, 2020 and May 12, 2020.

It is expected that the dissolution/liquidation of the subsidiaries can be completed in 2021 after going through the last stage, where the Company will be distributing the proceeds of liquidated assets to the creditors.

3. Routes and Destinations in 2020

The adding frequency, opening new routes and closing routes to adjust to existing demand and regulations during the COVID-19 pandemic period in 2020 are as follows:

Month	Route vv.	Remarks	Type of A/C	Effective Date
Jan 20	CGK-KJT	New Route	A 320	14 Jan 2020
	CGK-DPS	Add Freq	A 320	24 Jan 2020
	DPS-AVV	New Route	A 320	24 Jan 2020
	DPS-TIM	New Route	A 320	31 Jan 2020
Feb 20	SUB-KUL	Close Route	A 320	8 Feb 2020
	BDO-KUL	New Route	A 320	8 Feb 2020
	SUB-JED	New Route	A 330	9 Feb 2020
Mar 20	CGK-PNH	Close Route	A 320	1 Mar 2020
	UPG-AMQ	Close Route	A 320	4 Mar 2020
	DPS-AVV	Close Route	A 320	5 Mar 2020
	CGK-DPS	Reduce Freq	A 320	5 Mar 2020
	PNK-PSU	New Route	ATR	20 Mar 2020
	PNK-KTG	New Route	ATR	20 Mar 2020
	CGK-YIA	New Route ex. JOG	A 320	29 Mar 2020
	KNO-YIA	New Route ex. JOG	A 320	29 Mar 2020
	PKU-YIA	New Route ex. JOG	A 320	29 Mar 2020
	BPN-YIA	New Route ex. JOG	A 320	29 Mar 2020
UPG-YIA	New Route ex. JOG	A 320	29 Mar 2020	
JOG-HLP	New Route	ATR	29 Mar 2020	
Apr 20	CGK-KUL	Reduce Freq	A 320	1 Apr 2020
	PLM-BUU	Close Route	ATR	2 Apr 2020
	Stop Operate Regular Flight due to PM 25 2020			24 Apr 2020
May 20	JOG-HLP	Add Freq	ATR	3 May 2020
	Re-Operate Regular Flight base on SE 31 2020			8 May 2020
	Stop Operate Regular Flight due to low demand			15 May 2020
Jun 20	Re-Operate all Regular Flight			1 Jun 2020
	First Flight Freighter		B735	10 Jun 2020
Aug 20	SUB-AAP	New Route	A 320	6 Aug 2020
	SUB-BTH	Reduce Freq	A 320	6 Aug 2020
	BDO-KNO	New Route	A 320	21 Aug 2020
	BDO-DPS	New Route	A 320	21 Aug 2020
	BDO-PLM	New Route	A 320	21 Aug 2020
	BDO-PKU	New Route	A 320	21 Aug 2020
	BDO-BPN	New Route	A 320	21 Aug 2020
	DPS-YIA	Close Route	A 320	21 Aug 2020
	DPS-TIM	Close Route	A 320	21 Aug 2020
	SUB-BWX	Add Freq	ATR	28 Aug 2020
	BWX-DPS	New Route	ATR	28 Aug 2020
	DPS-LOP	New Route	ATR	28 Aug 2020

Month	Route vv.	Remarks	Type of A/C	Effective Date
Sep 20	BDJ-YIA	Close Route	A 320	7 Sep 2020
	PSBB Jakarta Tahap 2 / Large-scale Social Restrictions (PSBB) in Jakarta Phase 2			14 Sep 2020
	UPG-BUW	New Route	ATR	17 Sep 2020
	UPG-PUM	New Route	ATR	17 Sep 2020
	UPG-LLO	New Route	ATR	17 Sep 2020
Oct 20	UPG-KSR	New Route	ATR	17 Sep 2020
	UPG TRT	New Route	ATR	10 Oct 2020
	KNO-AEG	Close Route	ATR	25 Oct 2020
	KNO-LSW	Close Route	ATR	25 Oct 2020
Nov 20	CGK-LBJ	Add Freq	A 320	11 Nov 2020
	BDO-SUB	New Route	ATR	2 Nov 2020
	CGK-PDG	Add Freq	A 320	11 Nov 2020
	CGK-PNK	Add Freq	A 320	11 Nov 2020
	UPG-OJU	New Route	ATR	25 Nov 2020
Dec 20	CGK-LOP	New Route	A 320	1 Dec 2020
	CGK-KJT	Close Route	A 320	1 Dec 2020
	SUB-KJT	Close Route	A 320	1 Dec 2020
	KOE-ENE	New Route	ATR	15 Dec 2020
	KOE-WGP	New Route	ATR	15 Dec 2020
	KOE-LBJ	New Route	ATR	15 Dec 2020
	KOE-BJW	New Route	ATR	15 Dec 2020
	SUB-DJJ	New Route	A 320	18 Dec 2020
	CGK-TKG	New Route	A 320	20 Dec 2020
	CGK-BWX	Reduce Freq	A 320	12 Dec 2020
	CGK-PNK	Reduce Freq	A 320	12 Dec 2020
	CGK-PLM	Add Freq	A 320	15 Dec 2020
	CGK-PDG	Add Freq	A 320	15 Dec 2020
	CGK-KNO	Add Freq	A 320	30 Dec 2020
	CGK-BPN	Add Freq	A 320	30 Dec 2020
CGK-BDJ	Add Freq	A 320	30 Dec 2020	
CGK-BTH	Add Freq	A 320	30 Dec 2020	
CGK-YIA	Add Freq	A 320	30 Dec 2020	
CGK-TKG	Add Freq	A 320	30 Dec 2020	

Guna mengimplementasikan strategi Perusahaan di tahun 2020, Citilink menggunakan pendekatan *balanced scorecard* yang di dalamnya terdapat 4 perspektif, yaitu: Aspek **Learning & Growth**, **Internal Business**, **Customer**, dan **Financial**.

In order to implement the Company's strategy in 2020, Citilink used a *balanced scorecard* approach with 4 perspectives, namely: **Learning & Growth**, **Internal Business**, **Customer**, and **Financial Aspects**.

Aspek **Learning & Growth** mencakup Pengukur Kinerja (*Key Performance Indicators*) tingkat kesehatan indeks kesehatan budaya organisasi, *Employee Engagement Result*, *Employee Turnover Rate*, dan *Employee Happiness*. Hal ini sejalan dengan misi Citilink untuk dapat menjadi sebuah Perusahaan yang paling diminati untuk bekerja di Indonesia. Aspek **Internal Business Process** mencakup tingkat utilisasi pesawat, tingkat produksi, nilai tata kelola perusahaan yang baik, *dispatch reliability*, *incident rate*, rata-rata pemakaian bahan bakar per jam, sertifikasi IOSA hingga kontribusi pendapatan dari saluran distribusi sendiri. Aspek **Customer** terdiri dari indeks kepuasan konsumen, ketepatan jadwal penerbangan, *Net Promoter Score* (NPS) dan tingkat kesadaran konsumen terhadap *brand* Citilink.

Sedangkan untuk aspek **Financial** mencakup pendapatan, tingkat biaya per unit baik termasuk maupun di luar harga bahan bakar, tingkat pendapatan per unit hingga keuntungan operasional Perusahaan.

Rencana dan implementasi *strategic objectives* menggunakan sejumlah indikator, sehingga terukur dan mendukung sistem manajemen kinerja.

The **Learning & Growth** aspect includes Key Performance Indicators, rate of the organizational culture health index, Employee Engagement Result, Employee Turnover Rate, and Employee Happiness. This is in line with Citilink's mission to become the most desirable company to work for in Indonesia. The aspect of **Internal Business Process** includes aircraft utilization rate, production level, score of the good corporate governance, dispatch reliability, incident rate, average hourly fuel consumption, IOSA certification to revenue contribution from own distribution channels. The **Customer** aspect consists of a consumer satisfaction index, flight schedule accuracy, Net Promoter Score (NPS) and the level of consumer awareness of the Citilink brand.

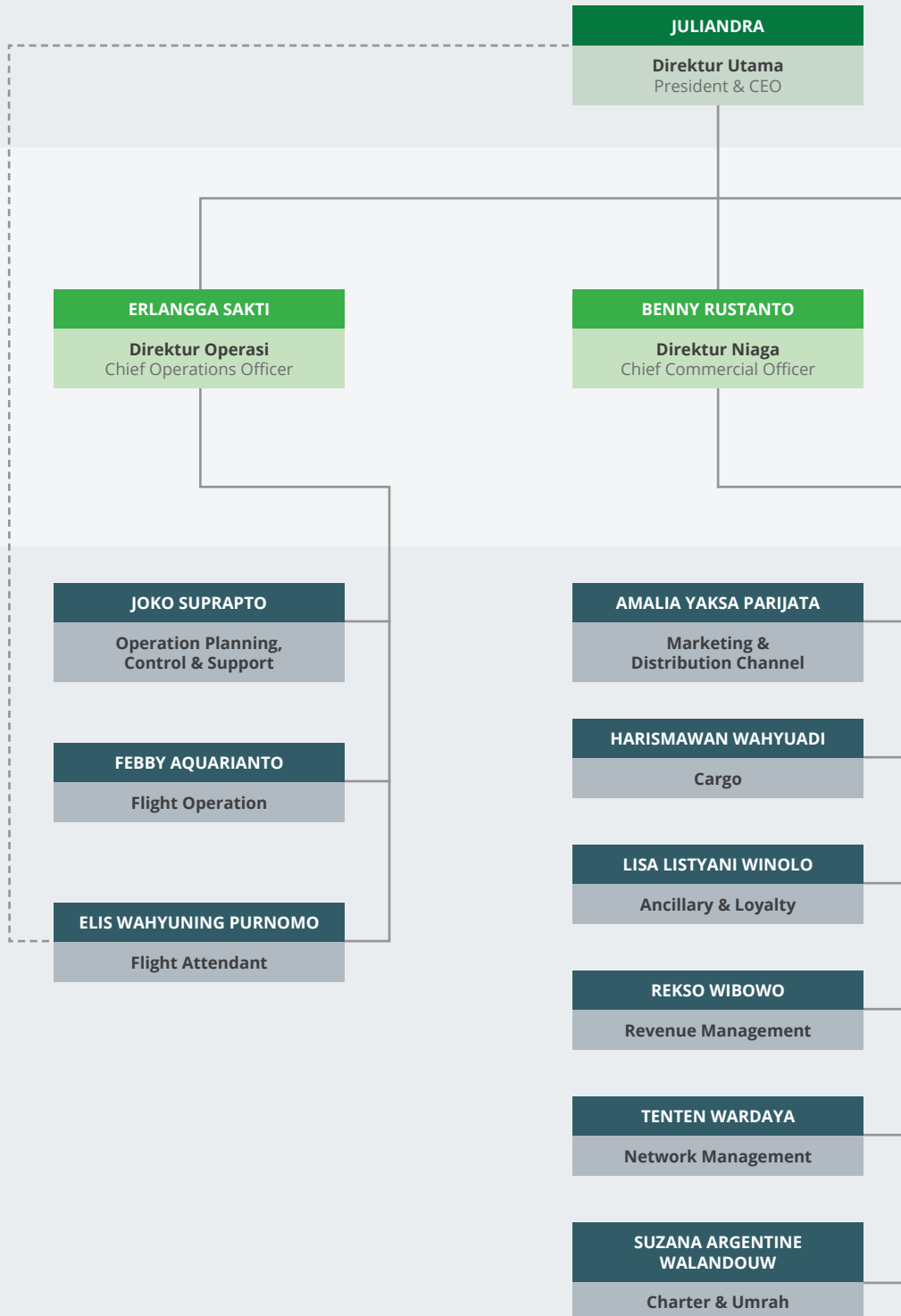
Meanwhile, the **Financial** aspect includes revenue, cost per unit both including and excluding fuel prices, income per unit and the Company's operating profit.

The planning and implementation of *strategic objectives* uses a number of indicators, so that they are measurable and support the performance management system.



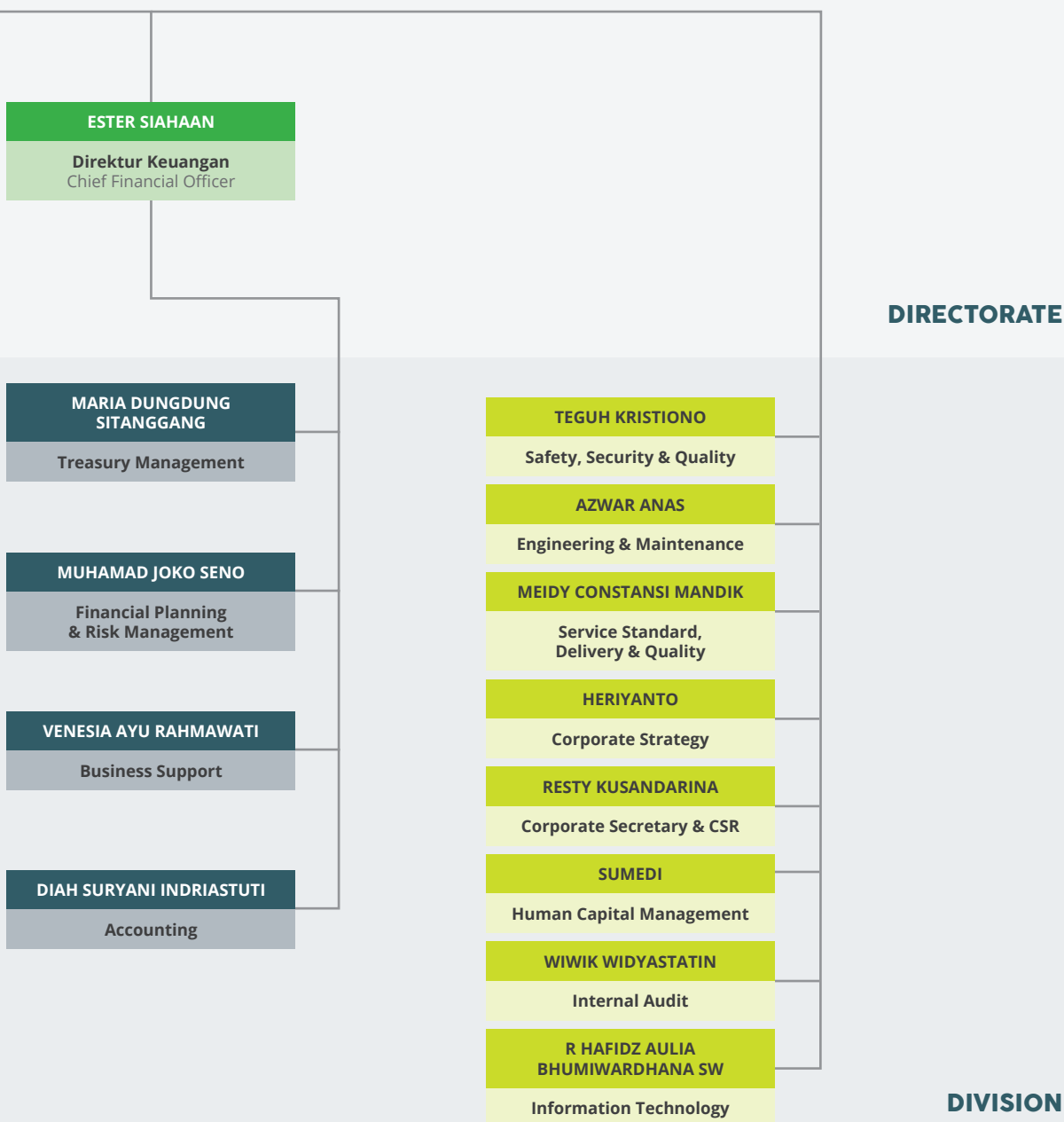
STRUKTUR ORGANISASI

Organization Structure



Berikut adalah struktur organisasi PT Citilink Indonesia yang berlaku efektif sejak tanggal 28 Agustus 2019. Struktur ini disahkan melalui Surat Keputusan Nomor: CITILINK/JKTDZQG/SK-50023/0820 tanggal 28 Agustus 2020:
The following is the organizational structure of PT Citilink Indonesia effective since August 28, 2019. This structure was ratified by the Decree Number: CITILINK/JKTDZQG/SK-50023/0820 on August 28, 2020:

CEO



VISI, MISI, DAN BUDAYA PERUSAHAAN

Company's Vision, Mission, and Culture

REVIEW ATAS VISI DAN MISI PERUSAHAAN

Review of the Company's Vision and Mission



Perubahan kondisi internal maupun eksternal, mendorong Citilink untuk senantiasa melakukan penyesuaian terhadap strategi, termasuk Visi dan Misi Perusahaan untuk lebih mengedepankan sinergi dan integrasi bisnis antar kelompok usaha yang tergabung dalam Garuda Indonesia Group. Visi dan Misi Citilink telah dikaji dan disetujui oleh Direksi dan Dewan Komisaris sebagaimana telah ditetapkan.

The changes in internal and external environment have encouraged Citilink to continuously align its strategy, including the Company's Vision and Mission to prioritize business synergy and integration between business groups that are part of the Garuda Indonesia Group. Citilink's vision and mission have been reviewed and approved by the Board of Directors and the Board of Commissioners.

VISI / Vision



Menjadi sebuah maskapai penerbangan berbiaya rendah berkelas dunia dengan profitabilitas yang berkelanjutan dan menjadi perusahaan paling diminati bagi pencari kerja di Indonesia.

World-class LCC with sustained profitability, most admired employer in Indonesia.

MISI / Mission



Meningkatkan kualitas hidup masyarakat dengan menyediakan jasa layanan transportasi udara yang bebas kerumitan dengan kehandalan yang tinggi dan keamanan penerbangan berstandar internasional serta sentuhan layanan bercirikan keramahtamahan Indonesia.

Improving the quality of people's life by providing hassle-free air transportation with high reliability and international safety standard through the touch of Indonesian hospitality.

NILAI DAN BUDAYA PERUSAHAAN

Corporate Values and Culture

Tata nilai SiPP "Simple-Prompt-Polite" adalah hasil rumusan dan kesepakatan bersama manajemen Citilink, tata nilai yang sudah disepakati bersama ini harus dihidupkan dalam lingkungan kegiatan kerja sehari-hari oleh semua karyawan Citilink.

Semua karyawan Citilink dalam menjalankan tugasnya melayani kepada *customer* internal maupun *customer* eksternal harus senantiasa berpedoman pada tata nilai SiPP yang di dalamnya ada 9 perilaku utama yang menjadi penjabaran dari arti nilai tersebut, yaitu perilaku: inovatif, adaptif, mudah, proaktif, integritas, solusi, menghargai, empati, dan semangat memberikan yang terbaik.

The values of "Simple-Prompt-Polite", abbreviated as SiPP, are the result of joint formulation and agreement of the Citilink management, of which this agreed values must be implemented in the day-to-day working activities by all Citilink employees.

All Citilink employees in performing their duties to serve internal and external customers must always be guided by the SiPP values, in which there are 9 main behaviors as the elaboration of the meaning of these values, namely: innovative, adaptive, easy, proactive, integrity, solution, respect, empathy, and passion to give the best.



VALUES	DEFINISI / DEFINITION	KEY BEHAVIORS
SIMPLE	<p>Memberi kemudahan pelayanan kepada internal dan eksternal Citilink dengan mengedepankan inovasi dan adaptif terhadap perubahan</p> <p>Provide convenient services to Citilink's internal and external customers by prioritizing innovation and being adaptive to change</p>	<p>Inovatif - Adaptif - Mudah</p> <p>Innovative - Adaptive - Easy</p>
PROMPT	<p>Menjadi insan yang fokus pada solusi dengan menunjukkan sikap proaktif berlandaskan kepada integritas</p> <p>Be a solution-focused person by showing a proactive attitude based on integrity</p>	<p>Proaktif - Integritas - Solusi</p> <p>Proactive - Integrity - Solution</p>
POLITE	<p>Menjadi insan yang berempati dan menghargai kebutuhan pelanggan dengan semangat untuk memberikan yang terbaik</p> <p>Be an empathic person who respects customer needs with a passion to provide the best</p>	<p>Menghargai - Empati - Semangat berikan yang terbaik</p> <p>Respect - Empathy - Passion to give the best</p>

MAKNA LOGO PERUSAHAAN

Meaning of the Company Logo



Citilink

Garuda Indonesia Group

Warna hijau merepresentasikan komitmen dan visi misi Citilink untuk terus dapat menghubungkan Nusantara. Gradasi warna hijau menggambarkan sebuah personifikasi *brand* yang menumbuhkan rasa percaya, rasa aman dan nyaman.

Warna hijau Citilink ini juga menggambarkan sebuah keramahan yang senantiasa dihadirkan Citilink dalam setiap pelayanannya. Ini sebagai makna dapat terus bekerja sama memberikan pelayanan terhadap pelanggan untuk selalu optimis memberikan hasil yang maksimal secara sederhana (*Simple*), ringkas (*Prompt*) dan sopan (*Polite*).

Sentuhan warna hijau telah menjadi ciri khas dari Citilink. Warna ini menggambarkan etos kerja profesionalisme, tumbuhnya rasa percaya dengan selalu berinovasi dan mengacu pada kepuasan pelanggan. Konsep dari desain logo Citilink sarat akan makna tentang budaya kerja, visi dan misi yang menjadi dasar bagi Citilink dalam pelayanannya.

The green color represents Citilink's commitment as well as vision and mission to continue to be able to connect the archipelago. The gradation of green color depicts a brand personification that fosters a sense of trust, security and comfort.

Citilink's green color also illustrates the hospitality that Citilink always presents in every service. This means that we will continue to work together to serve the customers with optimistic attitude to provide maximum results in a Simple, Prompt and Polite manner.

The green color touch has become the hallmark of Citilink. This color illustrates the work ethic of professionalism, the growing sense of trust by always innovating and referring to customer satisfaction. The concept of the Citilink logo design is full of meaning about the work culture, vision and mission which is the basis for Citilink in its services.



DEWAN KOMISARIS

Board of Commissioners



- 1. DONY OSKARIA**
Komisaris Utama / President Commissioner
- 2. ABDUL AZIS**
Komisaris / Commissioner
- 3. ADITA IRAWATI**
Komisaris / Commissioner
- 4. HASAN M. SOEDJONO**
Komisaris / Commissioner



PROFIL DEWAN KOMISARIS

Profiles of the Board of Commissioners



DONY OSKARIA

Komisaris Utama / President Commissioner

Kewarganegaraan / Citizenship
Indonesia / Indonesian

**Tempat & Tanggal Lahir /
Place & Date of Birth**
Tanah Datar, 26 September 1969 /
Tanah Datar, September 26, 1969

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
51 tahun / 51 years old

Riwayat Pendidikan / Educational Background

- S1 Hubungan Internasional dari Universitas Padjadjaran (1994)
Bachelor of International Relations from Padjadjaran University (1994)
- S2 *Management* dari *Asian Institute of Management Philippines* (2009)
Master of Management from Asian Institute of Management
Philippines (2009)

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi / Education or Training to Improve Competency

Tidak ada
None

Pengalaman Kerja / Work Experiences

- Wakil Direktur Utama PT Garuda Indonesia (Persero) Tbk (2020 - saat ini)
Deputy President & CEO PT Garuda Indonesia (Persero) Tbk (2020 - present)
- CEO *Hospitality dan Entertainment Group CT Corpora* (2014 - 2020)
CEO for Hospitality and Entertainment of Group CT Corpora (2014 - 2020)
- Anggota Komite Ekonomi dan Industri Nasional RI (2015 - 2019)
Member of National Economic and Industry Committee (2015 - 2019)
- Komisaris PT Garuda Indonesia (Persero) Tbk (2014 - 2019)
Commissioner of PT Garuda Indonesia (Persero) Tbk (2014 - 2019)
- *Managing Director* Bank Mega (2012 - 2014)

Riwayat Penunjukan / Legal Basis of Appointment

Akta Pernyataan Keputusan Para Pemegang Saham No. 33 tanggal 23 Juni 2020
The Deed of Shareholders Decision Statement No. 33 dated June 23, 2020

Rangkap Jabatan / Concurrent Position

Wakil Direktur Utama PT Garuda Indonesia (Persero) Tbk
Deputy President & CEO PT Garuda Indonesia (Persero) Tbk

Hubungan Afiliasi / Affiliation Relationship

Tidak Ada
None

Kepemilikan Saham Citilink / Ownership of Citilink Shares

Tidak Ada
None

Adapun komposisi Dewan Komisaris hingga 31 Desember 2020 adalah sebagai berikut:
The composition of the Board of Commissioners as of December 31, 2020 is as follows:

ABDUL AZIS

Komisaris / Commissioner

Kewarganegaraan / Citizenship
Indonesia / Indonesian

**Tempat & Tanggal Lahir /
Place & Date of Birth**
Yogyakarta, 12 Oktober 1967 /
Yogyakarta, October 12, 1967

Domisili / Domicile
Yogyakarta, Indonesia /
Yogyakarta, Indonesia

Usia / Age
53 tahun / 53 years old



Riwayat Pendidikan / Educational Background

- Sekolah Tinggi Akuntansi Negara (STAN) (1986)
Indonesian State College of Accountancy (STAN) (1986)
- Fakultas Ekonomi Universitas Syiah Kuala Banda Aceh (1993)
Faculty of Economics, Syiah Kuala University, Banda Aceh (1993)
- Magister Akuntansi Universitas Muhammadiyah Jakarta (2010)
Master of Accounting from Muhammadiyah University, Jakarta (2010)
- MBA – Logistics & Leadership di Kuhne Logistics University Hamburg (2012)
MBA – Logistics & Leadership from Kuhne Logistics University Hamburg (2012)

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi / Education or Training to Improve Competency

Tidak ada
None

Pengalaman Kerja / Work Experiences

- Staf Khusus Menteri Sekretaris Negara (2015 – sekarang)
Special Staff to the Minister of State Secretary (2015 – present)
- Perwakilan BPKP Provinsi Maluku (2014 – 2015)
Representative of Maluku Province BPKP (2014 – 2015)
- Wakil Ketua Kelompok Kerja Aset – Tim Likuidasi BRR (2008)
Deputy Chair of the Asset Working Group – Liquidation Team of BRR (2008)
- Wakil Deputi Keuangan dan Perencanaan BRR NAD – Nias (2008 – 2009)
Vice Deputy for Finance and Planning of BRR NAD – Nias (2008 – 2009)
- Direktur Akuntansi dan Manajemen Aset BRR NAD – Nias (2007 – 2008)
Director of Accounting and Asset Management of BRR NAD – Nias (2007 – 2008)
- Direktur Manajemen Aset BRR NAD – Nias (2006 – 2007)
Director of Asset Management of BRR NAD – Nias (2006 – 2007)
- Kepala Layanan Keuangan BRR NAD – Nias (2006)
Head of Financial Services of BRR NAD – Nias (2006)
- Kepala Sub bagian Keuangan BPKP – Jakarta (2004 –2006)
Head of Finance Sub-section of BPKP – Jakarta (2004 –2006)
- Auditor pada Inspektorat BPKP Pusat – Jakarta (2001 – 2004)
Auditor at the Central BPKP Inspectorate – Jakarta (2001 – 2004)
- Auditor pada Deputi BPKP Bidang Pengawasan Pengeluaran – Jakarta (2000 – 2001)
Auditor at BPKP Deputy for Expenditure Supervision – Jakarta (2000 – 2001)
- Auditor pada BPKP – Banda Aceh (1988 – 2000)
Auditor at BPKP – Banda Aceh (1988 – 2000)

Riwayat Penunjukan / Legal Basis of Appointment

Akta Pernyataan Keputusan Para Pemegang Saham No. 33 tanggal 23 Juni 2020
The Deed of Shareholders' Decision Statement No. 33 dated June 23, 2020

Rangkap Jabatan / Concurrent Position

Tidak ada
None

Hubungan Afiliasi / Affiliation Relationship

Tidak ada
None

Kepemilikan Saham Citilink / Ownership of Citilink Shares

Tidak ada
None



ADITA IRAWATI

Komisaris / Commissioner

Kewarganegaraan / Citizenship
Indonesia / Indonesian

**Tempat & Tanggal Lahir /
Place & Date of Birth**
Yogyakarta, 15 Februari 1971 /
Yogyakarta, February 15, 1971

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
49 tahun / 49 years old

Riwayat Pendidikan / Educational Background

- Sarjana Hubungan Internasional Universitas Gadjah Mada (1994)
Bachelor of International Relations from Gadjah Mada University (1994)

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi / Education or Training to Improve Competency

- Bank of Newyork (BONY) Bank Depository Program (2000-2001)

Pengalaman Kerja / Work Experiences

- Staf Khusus Menteri Perhubungan Republik Indonesia (2020-sekarang)
Special Staff to the Indonesian Minister of Transportation (2020-present)
- Staf Khusus Presiden Republik Indonesia (2018-2019)
Special Staff to the President of Republic of Indonesia (2018-2019)
- VP *Corporate* PT. Telekomunikasi Seluler (2013-2018)
VP Corporate of PT Telekomunikasi Seluler (2013-2018)
- SVP *Corporate Secretary* PT. Penjamin Infrastruktur Indonesia (2011-2013)
SVP Corporate Secretary of PT Penjamin Infrastruktur Indonesia (2011-2013)
- *Managing Director* PT. Rana Kreasi Indonesia (2010-2013)
Managing Director of PT Rana Kreasi Indonesia (2010-2013)
- *Group Head Corporate Comm* PT. Indosat Tbk (2001-2013)
Group Head Corporate Comm of PT Indosat Tbk (2001-2013)
- *Division Head Public Relation* PT. Indosat Tbk (1998-2001)
Public Relations Division Head of PT Indosat Tbk (1998-2001)
- *Manager* PT. Indosat Tbk (1997-1998)
Manager of PT Indosat Tbk (1997-1998)
- Staff PT. Indosat Tbk (1996-1997)
Staff of PT Indosat Tbk (1996-1997)
- *Public Relation Assistant* SCTV (1995-1996)
Public Relations Assistant of SCTV (1995-1996)
- *Trainee Management* McDonald Indonesia (1994-1995)
Trainee Management of McDonald Indonesia (1994-1995)

Riwayat Penunjukan / Legal Basis of Appointment

Akta Pernyataan Keputusan Para Pemegang Saham No. 33 tanggal 23 Juni 2020

The Deed of Shareholders' Decision Statement No. 33 dated June 23, 2020

Rangkap Jabatan / Concurrent Position

Tidak Ada
None

Hubungan Afiliasi / Affiliation Relationship

Tidak Ada
None

Kepemilikan Saham Citilink / Ownership of Citilink Shares

Tidak Ada
None

HASAN M. SOEDJONO

Komisaris / Commissioner

Kewarganegaraan / Citizenship
Indonesia / Indonesian

**Tempat & Tanggal Lahir /
Place & Date of Birth**
Jakarta, 15 November 1951 /
Jakarta, 15 November 1951

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
69 tahun / 69 years old



Riwayat Pendidikan / Educational Background

- Sarjana King Fahd *University of Petroleum & Minerals*, Dhahran, Saudi (1975)
Bachelor's Degree from King Fahd University of Petroleum & Minerals, Dhahran, Saudi (1975)
- Magister (S2) *Business Administration Harvard Business School* (1977)
Master of Business Administration from Harvard Business School (1977)

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi / Education or Training to Improve Competency

Tidak ada / None

Pengalaman Kerja / Work Experiences

- Komisaris PT Garuda Indonesia (Persero) Tbk dan Komisaris Sriboga Flour Mill (2014-2018)
Commissioner of PT Garuda Indonesia (Persero) Tbk and Commissioner of Sriboga Flour Mill (2014-2018)
- Komisaris Utama Flight Focus Pte. Ltd (2013-2015)
Chairman of Flight Focus Pte. Ltd (2013-2015)
- Komisaris Utama PT. Sriboga Ratu Raya (2013-2018)
Chairman of PT Sriboga Ratu Raya (2013-2018)
- Komisaris Utama Aerostratos Pte.Ltd (2011-2015)
Chairman of Aerostratos Pte.Ltd (2011-2015)
- Advisor Flight Focus Pte. Ltd (2009-2013)
- Komisaris Utama PT. Naviga Tech Asia (2007-2015)
Chairman of PT Naviga Tech Asia (2007-2015)
- *President & CEO* President University Education Foundation (2005-2007)
- Dosen Universitas Indonesia (2000)
Lecturer at the University of Indonesia (2000)
- *President & CEO* PT. Asprinet Indonesia (1999 - sekarang)
President & CEO of PT Asprinet Indonesia (1999 - present)
- Konsultan Aircraft Portfolio Management Pte. Ltd (1997 - sekarang)
Consultant for Aircraft Portfolio Management Pte. Ltd (1997 - present)
- Komisaris PT. Republik Media Mandiri (1995-1998)
Commissioner of PT Republik Media Mandiri (1995-1998)
- *President & CEO* PT. Sempati Air (1989 - 1996)
- Direktur Humpuss Group Indonesia (1986 - 1989)
Director of Humpuss Group Indonesia (1986 - 1989)
- Komisaris PT. Sumarno-Pabottingi Associates (1984-sekarang)
Commissioner of PT Sumarno-Pabottingi Associates (1984-present)
- Direktur Utama PT. Raychem Indonesia (1977-1984)
CEO of PT Raychem Indonesia (1977-1984)

Riwayat Penunjukan / Legal Basis of Appointment

Akta Pernyataan Keputusan Para Pemegang Saham No. 33 tanggal 23 Juni 2020
The Deed of Shareholders' Decision Statement No. 33 dated June 23, 2020

Rangkap Jabatan / Concurrent Position

Tidak Ada
None

Hubungan Afiliasi / Affiliation Relationship

Tidak Ada
None

Kepemilikan Saham Citilink / Ownership of Citilink Shares

Tidak Ada
None

DIREKSI

Board of Directors



- 1. JULIANDRA**
Direktur Utama / President & CEO
- 2. ESTER SIAHAAN**
Direktur Keuangan / Chief Financial Officer
- 3. BENNY RUSTANTO**
Direktur Niaga / Chief Commercial Officer
- 4. ERLANGGA SAKTI**
Direktur Operasi / Chief Operations Officer



PROFIL DIREKSI

Profiles of the Board of Directors



JULIANDRA

Direktur Utama / President & CEO

Kewarganegaraan / Citizenship
Indonesia / Indonesian

**Tempat & Tanggal Lahir /
Place & Date of Birth**
Jakarta, 25 Juli 1967 /
Jakarta, July 25, 1967

Domisili / Domicile
Tangerang Selatan, Indonesia /
South Tangerang, Indonesia

Usia / Age
53 tahun / 53 years old

Riwayat Pendidikan / Educational Background

- Sarjana Teknik Mesin dari Universitas Trisakti (1991)
Bachelor of Mechanical Engineering from Trisakti University (1991)
- Magister Manajemen Transportasi Udara dari Universitas Indonesia (1996)
Master of Air Transportation Management from the University of Indonesia (1996)

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi / Education or Training to Improve Competency

Pengendalian Gratifikasi dan Profesional Berintegritas; Penerapan GCG dan Manajemen Risiko dalam Menghadapi Pengembangan Bisnis; *Electrical Wiring Intercom* (2014); *Aviation Legislation* (2013); *Human Factor Continuation Training* (2013); *Human Factor Continuation Training* (2011); *EASA Regulation Structure* (2011); *Leadership Workshop* (2010); *Insightful Teamwork Experience Program* (2010); *Human Factor Continuation Training* (2009); *Fuel Tank Safety* (2008); *Safety Management System Awareness* (2008); *Human Factor Continuation Training* (2007); The CASR Part 145 FAR (2004); *Transaksi Perbankan* (2003); *ESQ Leadership Training* (2002); JAR 145 Amendment 4 & MOE (2002); *Greiner Purtec Comfort Training* (2002); *Transformation Leadership* (2001); *Human Factor Continuation Training* (2001); JAR 145 Workshop (2000); *Achievement Motivation & Coaching* (2000); *SAP MM Work Controlling* (1999); *Outing Management Program* (1999); *Quality Planning Development* (1999); *Aircraft Maintenance Plan* (1998); B737-200 C-Check Of D-ABH (1994); *Maintenance Cost Control Boeing* (1994); *Material Management (PPC)* (1994); *Maintenance Organization* (1994); *Advance Airworthiness for Planner* (1993); *The Aviation Insurance* (1993); *Basic Aircraft Garuda Indonesia Training Center* (1992).

Gratification Control and Professionals with Integrity; GCG Implementation and Risk Management in Dealing with Business Development; *Electrical Wiring Intercom* (2014); *Aviation Legislation* (2013); *Human Factor Continuation Training* (2013); *Human Factor Continuation Training* (2011); *EASA Regulation Structure* (2011); *Leadership Workshop* (2010); *Insightful Teamwork Experience Program* (2010); *Human Factor Continuation Training* (2009); *Fuel Tank Safety* (2008); *Safety Management System Awareness* (2008); *Human Factor Continuation Training* (2007); The CASR Part 145 FAR (2004); *Banking Transaction* (2003); *ESQ Leadership Training* (2002); JAR 145 Amendment 4 & MOE (2002); *Greiner Purtec Comfort Training* (2002); *Transformation Leadership* (2001); *Human Factor Continuation Training* (2001); JAR 145 Workshop (2000); *Achievement Motivation & Coaching* (2000); *SAP MM Work Controlling* (1999); *Outing Management Program* (1999); *Quality Planning Development* (1999); *Aircraft Maintenance Plan* (1998); B737-200 C-Check Of D-ABH (1994); *Maintenance Cost Control Boeing* (1994); *Material Management (PPC)* (1994); *Maintenance Organization* (1994); *Advance Airworthiness for Planner* (1993); *The Aviation Insurance* (1993); *Basic Aircraft Garuda Indonesia Training Center* (1992).

Pengalaman Kerja / Work Experiences

- Direktur Utama PT Garuda Maintenance Facility AeroAsia (2016 – March 2017)
President Director of PT Garuda Maintenance Facility AeroAsia (2016 – Maret 2017)
- Direktur *Line Operations* PT Garuda Maintenance Facility AeroAsia (2015 – 2016)
Line Operations Director of PT Garuda Maintenance Facility AeroAsia (2015 – 2016)
- SVP of *Engine Maintenance* SBU PT Garuda Maintenance Facility AeroAsia (2013 – 2015)
- VP of *Engine Maintenance* PT Garuda Maintenance Facility AeroAsia (2009 – 2013)

Riwayat Penunjukan / Legal Basis of Appointment

Menjabat sebagai Direktur Utama sejak 1 April 2017 berdasarkan Akta Pernyataan Keputusan Rapat PT Citilink Indonesia No. 3 tanggal 3 April 2017

Serving as President Director since April 1, 2017 based on the Deed of PT Citilink Indonesia Meeting Resolution Statement No. 3 dated April 3, 2017

Rangkap Jabatan / Concurrent Position

Tidak Ada
None

Hubungan Afiliasi / Affiliation Relationship

Tidak Ada
None

Kepemilikan Saham Citilink / Ownership of Citilink Shares

Tidak Ada
None

ESTER SIAHAAN

Direktur Keuangan / Chief Financial Officer

Kewarganegaraan / Citizenship
Indonesia / Indonesian

**Tempat & Tanggal Lahir /
Place & Date of Birth**
Jakarta, 25 Januari 1969 /
Jakarta, January 25, 1969

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
51 tahun / 51 years old



Riwayat Pendidikan / Educational Background

- Sarjana (S1) Ekonomi dari Universitas Padjadjaran (1992)
Bachelor of Economics from Padjadjaran University (1992)
- Magister Manajemen jurusan Manajemen Transportasi Udara dari Universitas Indonesia (1996)
Master of Management majoring in Air Transportation Management from the University of Indonesia (1996)

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi / Education or Training to Improve Competency

Penerapan GCG dan Manajemen Risiko dalam Menghadapi Pengembangan Bisnis
GCG Implementation and Risk Management in Dealing with Business Development

Pengalaman Kerja / Work Experiences

- Direktur Keuangan Manajemen Risiko dan Strategi di PT Gapura Angkasa (2015 – 2018)
Director of Finance for Strategy and Risk Management of PT Gapura Angkasa (2015 – 2018)
- *Vice President Financial Analysis* PT Garuda Indonesia (Persero) Tbk (2009 – 2015)
- *Senior Manager Financial Analysis for Commercial, Corporate & IT* PT Garuda Indonesia (Persero) Tbk (2008 – 2009)
- *Senior Manager Finance Strategic, Business Unit* Citilink, Garuda Indonesia (2005 – 2008)
- *Manager Financial Planning, Treasury Department* PT Garuda Indonesia (Persero) Tbk (2002 – 2005)
- *HRD Project Coordinator* Citilink (2001 – 2002)
- *Manager System and Procedure for Commercial* (1999 – 2001)
- *Staff Commercial Research* PT Garuda Indonesia (Persero) (1998)
- *Management Trainee* di Branch Office Garuda Indonesia Surabaya (1997)
Management Trainee of Branch Office of Garuda Indonesia Surabaya (1997)
- *Staff Total Quality Control and Human Resources Development* PT Garuda Indonesia (Persero) Tbk (1993 – 1995)

Riwayat Penunjukan / Legal Basis of Appointment

Menjabat sebagai Direktur Keuangan sejak Oktober 2018 berdasarkan Akta Pernyataan Keputusan Pemegang Saham No. 114 tanggal 29 Oktober 2018

Serving as Chief Financial Officer since October 2018 based on the Deed of Shareholders' Decision Statement No. 114 dated October 29, 2018

Rangkap Jabatan / Concurrent Position

Tidak Ada
None

Hubungan Afiliasi / Affiliation Relationship

Tidak Ada
None

Kepemilikan Saham Citilink / Ownership of Citilink Shares

Tidak Ada
None



BENNY RUSTANTO

Direktur Niaga / Chief Commercial Officer

Kewarganegaraan / Citizenship
Indonesia / Indonesian

**Tempat & Tanggal Lahir /
Place & Date of Birth**
Jakarta, 20 Juni 1974 /
Jakarta, June 20, 1974

Domisili / Domicile
Tangerang Selatan, Indonesia /
South Tangerang, Indonesia

Usia / Age
46 tahun / 46 years old

Riwayat Pendidikan / Educational Background

- *Economy Management and Marketing Media* dari Murdoch University, Perth, Australia (1998)
Bachelor of Economy Management and Marketing Media from Murdoch University, Perth, Australia (1998)

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi / Education or Training to Improve Competency

Pengendalian Gratifikasi dan Profesional Berintegritas; *Risk Management Training* (2010); *Management Development Program* (2008); *Accounting Plus* (2007); *Oxford English Course* (1994).
Gratification Control and Professionals with Integrity; *Risk Management Training* (2010); *Management Development Program* (2008); *Accounting Plus* (2007); *Oxford English Course* (1994).

Pengalaman Kerja / Work Experiences

- *Managing Partner* PT Rustanto Utama Sejahtera (2015 – 2017)
- (ASIA) *Regional Senior Business Development* Monty's Bakehouse – United Kingdom (2014 – 2017)
- *CEO Group* PT Fortuna BrindoTama (Fortuna Group) (2014 – 2015)
- *Senior Planning & Business Development Manager* PT SJ Indonesia (Lotte Group) (2011 – 2014)
- *General Manager* PT Aerofood ACS (Garuda Indonesia Group) (2005 - 2011)

Riwayat Penunjukan / Legal Basis of Appointment

Menjabat sebagai Direktur Niaga sejak Oktober 2018 berdasarkan Akta Pernyataan Keputusan Pemegang Saham No. 114 tanggal 29 Oktober 2018

Serving as Chief Commercial Officer since October 2018 based on the Deed of Shareholders' Decision Statement No. 114 dated October 29, 2018

Rangkap Jabatan / Concurrent Position

Tidak Ada
None

Hubungan Afiliasi / Affiliation Relationship

Tidak Ada
None

Kepemilikan Saham Citilink / Ownership of Citilink Shares

Tidak Ada
None

ERLANGGA SAKTI

Direktur Operasi / Chief Operations Officer

Kewarganegaraan / Citizenship
Indonesia / Indonesian

**Tempat & Tanggal Lahir /
Place & Date of Birth**
Jakarta, 28 Oktober 1961 /
Jakarta, October 28, 1961

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
59 tahun / 59 years old



Riwayat Pendidikan / Educational Background

- Sarjana (S1) Teknik Industri, Institut Teknologi Indonesia (1999)
Bachelor of Industrial Engineering from Indonesian Institute of Technology (1999)

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi / Education or Training to Improve Competency

CCP Course; DPER Course; CRM Course; EPT for WVIP; ICAO Language Proficiency; Emergency Process; B738NG Differences Ground; B737-300/400/500 Course; AVSEC; Upset Recovery Training; Emotional Spiritual Quotient; Training for Trainer

Pengalaman Kerja / Work Experiences

- Instruktur Pilot Airbus A330 (2014 – sekarang)
Pilot Instructor Airbus A330 (2014 – present)
- Chief Pilot Airbus A330 (2016 - 2020)
- Deputy Training Airbus A330 (2014 - 2016)
- Captain Airbus A330 (2011 – sekarang)
Captain Airbus A330 (2011 – present)
- Captain Boeing B738NG (2009 - 2011)
- Captain Boeing B737-300/400/500 (1998 – 2009)
- First Officer WB MD11 (1993 – 1998)
- First Officer WB Boeing B747 (1991 – 1993)
- First Officer Airbus A300B4 (1988 – 1991)
- First Officer F28 (1983 – 1988)

Riwayat Penunjukan / Legal Basis of Appointment

Menjabat sebagai Direktur Produksi sejak Mei 2020 berdasarkan Akta Pernyataan Keputusan Pemegang Saham No. 33 tanggal 23 Juni 2020

Serving as Chief Operations Officer since May 2020 based on the Deed of Shareholders' Decision Statement No. 33 dated June 23, 2020

Rangkap Jabatan / Concurrent Position

Tidak Ada
None

Hubungan Afiliasi / Affiliation Relationship

Tidak Ada
None

Kepemilikan Saham Citilink / Ownership of Citilink Shares

Tidak Ada
None

PROFIL PEJABAT EKSEKUTIF

Profiles of Executive Officers



RESTY KUSANDARINA

VP Corporate Secretary & CSR

Menjabat Sejak / Serving Since: 11 Januari 2019 / January 11, 2019

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
36 tahun / 36 years old

**Bergabung di Citilink /
Date of Joining Citilink**
11 Januari 2019 /
January 11, 2019

Pendidikan Terakhir / Latest Education
S1 Fakultas Hukum Universitas Padjadjaran
Bachelor's Degree from Law Faculty of
Padjadjaran University

Jabatan Sebelumnya / Previous Position
Senior Manager Corporate Contract of PT
Garuda Indonesia (Persero) Tbk

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/207/II/2019



WIWIK WIDYASTATIN

VP Internal Audit

Menjabat Sejak / Serving Since: 1 November 2019 / November 1, 2019

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Sidomoro, Indonesia /
Sidomoro, Indonesia

Usia / Age
51 tahun / 51 years old

**Bergabung di Citilink /
Date of Joining Citilink**
1 November 2019 /
November 1, 2019

Pendidikan Terakhir / Latest Education
S2 Fakultas Manajemen Sistem Informasi
Universitas Waikato
Master's Degree from Faculty of Information
System Management, Waikato University

Jabatan Sebelumnya / Previous Position
Financial Expert of PT Garuda Indonesia
(Persero) Tbk

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/459/XI/2019



SUMEDI

VP Human Capital Management

Menjabat Sejak / Serving Since: 13 Mei 2019 / May 13, 2019

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Bekasi, Indonesia /
Bekasi, Indonesia

Usia / Age
51 tahun / 51 years old

**Bergabung di Citilink /
Date of Joining Citilink**
13 Mei 2019 /
May 13, 2019

Pendidikan Terakhir / Latest Education
S1 Fakultas Manajemen Universitas
Jenderal Soedirman
Bachelor's Degree from Faculty of Management,
Jenderal Soedirman University

Jabatan Sebelumnya / Previous Position
SM Performance Management & Remuneration
PT. Garuda Indonesia (Persero) Tbk

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/207/II/2019

MUHAMAD JOKO SENO

VP Financial Planning & Risk Management

Menjabat Sejak / Serving Since: 1 Maret 2018 / March 1, 2018

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
53 tahun / 53 years old

**Bergabung di Citilink /
Date of Joining Citilink**
1 Maret 2018 /
March 1, 2018

Jabatan Sebelumnya / Previous Position
VP Direktorat Finance PT. GMF Aeroasia
VP Finance Directorate of PT. GMF Aeroasia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/0003/II/2019



HARISMAWAN WAHYUADI

VP Cargo

Menjabat Sejak / Serving Since: 11 Februari 2020 / February 11, 2020

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
58 tahun / 58 years old

**Bergabung di Citilink /
Date of Joining Citilink**
23 September 2013 /
September 23, 2013

Jabatan Sebelumnya / Previous Position
VP Cargo & Ancillary PT. Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/580/II/2020



R HAFIDZ AULIA BHUMIWARDHANA SW

VP Information Technology

Menjabat Sejak / Serving Since: 20 Agustus 2019 / August 20, 2019

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
36 tahun / 36 years old

**Bergabung di Citilink /
Date of Joining Citilink**
6 November 2013 /
November 6, 2013

Pendidikan Terakhir / Latest Education
S1 STIKOM Surabaya
Bachelor's Degree from STIKOM Surabaya

Jabatan Sebelumnya / Previous Position
Senior Manager IT Enterprise & Architecture of
PT. Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/387/VIII/2019





TEGUH KRISTONO

VP Safety, Security & Quality

Menjabat Sejak / Serving Since: 9 Juli 2019 / July 9, 2019

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Bekasi, Indonesia /
Bekasi, Indonesia

Usia / Age
48 tahun / 48 years old

**Bergabung di Citilink /
Date of Joining Citilink**
4 Agustus 2014 /
August 4, 2014

Pendidikan Terakhir / Latest Education
Australian Aviation College, South Australia

Jabatan Sebelumnya / Previous Position
Senior Manager Operation Training
PT. Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/343/VII/2019



REKSO WIBOWO

VP Revenue Management

Menjabat Sejak / Serving Since: 14 Januari 2019 / January 14, 2019

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
34 tahun / 34 years old

**Bergabung di Citilink /
Date of Joining Citilink**
13 Agustus 2015 /
August 13, 2015

Pendidikan Terakhir / Latest Education
S1 Fakultas Manajemen Transportasi Udara
STMT Trisakti
Bachelor's Degree from Faculty of Air
Transportation Management, STMT Trisakti

Jabatan Sebelumnya / Previous Position
Senior Manager Cargo of PT Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/210/II/2019



MEIDY CONSTANSI MANDIK

VP Service Standard Delivery & Quality

Menjabat Sejak / Serving Since: 2 April 2018 / April 2, 2018

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Bogor, Indonesia /
Bogor, Indonesia

Usia / Age
49 tahun / 49 years old

**Bergabung di Citilink /
Date of Joining Citilink**
3 Juli 2017 /
July 3, 2017

Pendidikan Terakhir / Latest Education
S1 Fakultas Manajemen Sekolah Tinggi Ilmu
Ekonomi Pelita Bangsa
Bachelor's Degree from Faculty of Management,
Pelita Bangsa College of Economics

Jabatan Sebelumnya / Previous Position
EPM Government & Community Relations
PT. Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/145/IV/2018

AMALIA YAKSA PARIJATA

VP Marketing & Distribution Channel

Menjabat Sejak / Serving Since: 1 Maret 2020 / March 1, 2020

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
35 tahun / 35 years old

**Bergabung di Citilink /
Date of Joining Citilink**
16 April 2018 /
April 16, 2018

Pendidikan Terakhir / Latest Education
S2 Fakultas Corporate Communication London
School Public Relation
Master's Degree from Faculty of Corporate
Communication London School of Public
Relations

Jabatan Sebelumnya / Previous Position
VP Sales Distribution & Charter
of PT. Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/642/II/2020



FEBBY AQUARIANTO

VP Flight Operation

Menjabat Sejak / Serving Since: 6 Februari 2019 / February 6, 2019

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Tangerang, Indonesia /
Tangerang, Indonesia

Usia / Age
46 tahun / 46 years old

**Bergabung di Citilink /
Date of Joining Citilink**
17 Desember 2018 /
December 17, 2018

Pendidikan Terakhir / Latest Education
Aviation Diploma Indonesian Civil Aviation
Training Center PLP Curug

Jabatan Sebelumnya / Previous Position
Captain PT. Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/230/II/2019



JOKO SUPRAPTO

VP Operation Planning, Control & Support

Menjabat Sejak / Serving Since: 14 November 2018 / November 14, 2018

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Depok, Indonesia /
Depok, Indonesia

Usia / Age
52 tahun / 52 years old

**Bergabung di Citilink /
Date of Joining Citilink**
14 November 2018 /
November 14, 2018

Pendidikan Terakhir / Latest Education
S1 Fakultas Ekonomi Manajemen Universitas
Satya Negara Indonesia
Bachelor's Degree from Faculty of Economic
Management, University of Satya Negara
Indonesia

Jabatan Sebelumnya / Previous Position
Operation Expert of PT. Garuda Indonesia
(Persero) Tbk

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/128/XI/2018





TENTEN WARDAYA

VP Network

Menjabat Sejak / Serving Since: 15 September 2016 / September 15, 2016

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Depok, Indonesia /
Depok, Indonesia

Usia / Age
57 tahun / 57 years old

**Bergabung di Citilink /
Date of Joining Citilink**
11 Oktober 2020 /
October 11, 2020

Pendidikan Terakhir / Latest Education
S2 Fakultas Manajemen Pemasaran
Sekolah Tinggi Ekonomi Widya Jayakarta
Master's Degree from Faculty of Marketing
Management, Widya Jayakarta College of
Economics

Jabatan Sebelumnya / Previous Position
Vice President Network & Charter
of PT Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQ/SKP/136/IX/2016



DAH SURYANI INDRIASTUTI

VP Accounting

Menjabat Sejak / Serving Since: 1 Desember 2018 / December 1, 2018

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
50 tahun / 50 years old

**Bergabung di Citilink /
Date of Joining Citilink**
15 November 2018 /
November 15, 2018

Pendidikan Terakhir / Latest Education
S1 STIE Muhammadiyah
Bachelor's Degree from STIE Muhammadiyah

Jabatan Sebelumnya / Previous Position
VP Treasury & Financial Accounting
of PT. Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTHCQG/SKP/0010/V/2017



HERIYANTO

VP Corporate Strategy

Menjabat Sejak / Serving Since: 12 Juni 2017 / June 12, 2017

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
51 tahun / 51 years old

**Bergabung di Citilink /
Date of Joining Citilink**
12 Juni 2017 /
June 12, 2017

Pendidikan Terakhir / Latest Education
S2 Fakultas Manajemen Universitas Victoria
Wellington
Master's Degree from Faculty of Management,
University of Victoria Wellington

Jabatan Sebelumnya / Previous Position
Commercial Expert of PT. Garuda Indonesia
(Persero) Tbk

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQ/SKP/183/VI/2017

AZWAR ANAS

VP Engineering & Maintenance

Menjabat Sejak / Serving Since: 15 Oktober 2018 / October 15, 2018

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Bekasi, Indonesia /
Bekasi, Indonesia

Usia / Age
37 tahun / 37 years old

**Bergabung di Citilink /
Date of Joining Citilink**
15 Oktober 2018 /
October 15, 2018

Pendidikan Terakhir / Latest Education
S1 Fakultas Teknik Mesin Institut Teknologi
Bandung
Bachelor's Degree from Faculty of Mechanical
Engineering, Bandung Institute of Technology

Jabatan Sebelumnya / Previous Position
Senior Manager Aircraft Management
of PT. Garuda Indonesia (Persero) Tbk

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/093/X/2018



MARIA DUNGDUNG SITANGGANG

VP Treasury Management

Menjabat Sejak / Serving Since: 1 Januari 2019 / January 1, 2019

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
32 tahun / 32 years old

**Bergabung di Citilink /
Date of Joining Citilink**
11 Januari 2019 /
January 11, 2019

Pendidikan Terakhir / Latest Education
S1 Universitas Katolik Atmajaya
Bachelor's Degree from Catholic University of
Atmajaya

Jabatan Sebelumnya / Previous Position
Senior Manager Finance Controller for
Directorate Commercial & IT of PT Garuda
Indonesia (Persero) Tbk

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/208/I/2019



ELIS WAHYUNING PURNOMO

VP Flight Attendant

Menjabat Sejak / Serving Since: 23 Agustus 2019 / August 23, 2019

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Bekasi, Indonesia /
Bekasi, Indonesia

Usia / Age
47 tahun / 47 years old

**Bergabung di Citilink /
Date of Joining Citilink**
23 Agustus 2019 /
August 23, 2019

Jabatan Sebelumnya / Previous Position
Flight Service Manager of PT. Garuda Indonesia
(Persero) Tbk

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/388/VIII/2019





VENESIA AYU RAHMAWATI

VP Business Support

Menjabat Sejak / Serving Since: 1 Januari 2018 / January 1, 2018

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Malang, Indonesia /
Malang, Indonesia

Usia / Age
32 tahun / 32 years old

**Bergabung di Citilink /
Date of Joining Citilink**
1 Juli 2020 /
July 1, 2020

Pendidikan Terakhir / Latest Education
S1 Fakultas Teknik Industri
Universitas Brawijaya
Bachelor's Degree from Faculty of Industrial
Engineering, Brawijaya University

Jabatan Sebelumnya / Previous Position
General Manager Cabin Controller
of PT. GMF Aeroasia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTHCQG/SKP/0009/VI/2017



LISA LISTYANI WINOLO

VP Ancillary & Loyalty

Menjabat Sejak / Serving Since: 12 Februari 2020 / February 12, 2020

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
39 tahun / 39 years old

**Bergabung di Citilink /
Date of Joining Citilink**
29 Februari 2016 /
February 29, 2016

Pendidikan Terakhir / Latest Education
S2 Fakultas Corporate Communication London
School Public Relation
Master's Degree from Faculty of Corporate
Communication London School of Public
Relations

Jabatan Sebelumnya / Previous Position
Senior Manager Inflight Sales
of PT. Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
JKTDHQG/SKP/582/II/2020



SUZANA ARGENTINE WALANDOUW

VP Charter & Umrah

Menjabat Sejak / Serving Since: 28 Agustus 2020 / August 28, 2020

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
46 tahun / 46 years old

**Bergabung di Citilink /
Date of Joining Citilink**
18 November 2019 /
November 18, 2019

Pendidikan Terakhir / Latest Education
S1 Ekonomi Manajemen, Universitas Putra
Bangsa Surabaya
Bachelor of Economic Management, Putra
Bangsa University Surabaya

Jabatan Sebelumnya / Previous Position
SM Charter & International Flight of
PT. Citilink Indonesia

**Dasar Hukum Pengangkatan /
Legal Basis of Appointment**
CITILINK/JKTDHQG/SKP/A782/VIII/2020

ALFREDO JULIATUR HUTAPEA

EPM Cost Efficiency

Menjabat Sejak / Serving Since: 1 Mei 2018 / May 1, 2018

Kewarganegaraan / Citizenship

Indonesia / Indonesian

Domisili / Domicile

Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age

45 tahun / 45 years old

Bergabung di Citilink / Date of Joining Citilink

2 Juni 2014 /
June 2, 2014

Pendidikan Terakhir / Latest Education

S2 MIS & Finance Drexel University
Master's Degree in MIS & Finance,
Drexel University

Jabatan Sebelumnya / Previous Position

EPM Pemandangan Terminal
PT. Citilink Indonesia
EPM Terminal Translocation of
PT Citilink Indonesia

Dasar Hukum Pengangkatan / Legal Basis of Appointment

CITILINK/JKTDZQG/20209/IV/2018



SUMBER DAYA MANUSIA

Human Resources

Sumber Daya Manusia (SDM) atau *Human Capital* (HC) merupakan salah satu faktor penting dalam mendukung keberlanjutan Perusahaan. Pengelolaan SDM yang tepat dan berkesinambungan terus dilakukan Perusahaan dalam mengembangkan talenta yang berkualitas di tengah persaingan industri yang semakin ketat. Perusahaan menyadari bahwa keberadaan SDM yang tangguh dan unggul memegang peranan yang sangat penting guna mewujudkan visi dan misi Perusahaan.

Untuk itu, Perusahaan senantiasa mengedepankan pendekatan *human capital* yang berarti SDM merupakan aset yang sangat berharga bagi Perusahaan. Perusahaan memandang bahwa SDM merupakan mitra strategis yang harus dikelola dan dikembangkan dalam mendukung laju pertumbuhan Perusahaan.

PENERAPAN STRATEGI PENGELOLAAN SDM DI TAHUN 2020

1. Penerapan Strategi *Talent Management* di Tahun 2020
Program *talent acquisition* yang saat ini sudah berjalan di Citilink terdiri dari 3 alternatif, yaitu:
 1. *Build*, merupakan program rekrutmen dan seleksi secara mandiri baik bagi karyawan udara dan darat dengan komponen *technical skill test* dan *competency test*.
 2. *Buy*, merupakan program seleksi dengan mencari kandidat *experience* untuk beberapa posisi kunci di industri penerbangan.
 3. *Borrow*, merupakan *talent acquisition* yang diambil dari *talent expertise* dari Garuda Indonesia Group untuk mengisi beberapa posisi kunci manajerial dengan harapan dapat menjadi jembatan kaderisasi dalam mengembangkan tim.

Talent Pool secara umum didapatkan dengan mengkombinasikan penilaian kompetensi dan penilaian *performance*. Dari kombinasi tersebut bisa kita identifikasi, siapa karyawan yang memiliki kompetensi tinggi dan *performance* yang tinggi atau sering disebut *High Potential* (HiPo) dan juga sebaliknya karyawan yang memiliki kompetensi rendah dan *performance* yang rendah. Karena identifikasi talenta yang unggul ini melibatkan aspek *performance*, maka ketajaman proses identifikasi juga didukung oleh *system performance management* yang diterapkan organisasi.

Human Resources (HR) or Human Capital (HC) is one of the important factors in supporting the sustainability of the Company. The Company continues to carry out appropriate and sustainable HR management in developing quality talents in the midst of increasingly fierce industry competition. The Company realizes that the existence of strong and superior HR plays a very important role in realizing the Company's vision and mission.

To that end, the Company always prioritizes a human capital approach, meaning that HR is a very valuable asset for the Company. The Company views that HR is a strategic partner that must be managed and developed to support the Company's growth rate.

IMPLEMENTATION OF HR MANAGEMENT STRATEGY IN 2020

1. Implementation of Talent Management Strategy in 2020
The talent acquisition program currently running at Citilink consists of 3 alternatives; they are:
 1. Build, is an independent recruitment and selection program for both air and ground employees with components of a technical skill test and competency test.
 2. Buy, is a selection program by seeking experienced candidates for several key positions in the aviation industry.
 3. Borrow, is a talent acquisition from the talent expertise of Garuda Indonesia Group to fill several key managerial positions with the hope of being a bridge for regeneration in developing the team.

Talent Pool is generally obtained by combining competency and performance assessments. From this combination we can identify which employees have high competency and performance or often called High Potential (HiPo) and vice versa for employees who have low competency and performance. Since the identification of superior talents involves performance aspect, the sharpness of the identification process is also supported by the performance management system implemented by the organization.

2. Penerapan Strategi *Learning & Development* di Tahun 2020

Program *Learning* yang telah dijalankan bagi karyawan adalah melalui program *sharing session* yang disampaikan oleh masing-masing divisi dan mengundang praktisi profesional dari luar perusahaan untuk menambah wawasan karyawan tentang perkembangan bisnis, motivasi kerja serta bagaimana praktik HC terkini di luar perusahaan.

Salah satu program *Development* yang dilakukan adalah dengan melakukan penataan kualifikasi Instruktur atau Fasilitator yang diakui oleh Perusahaan. Perusahaan menetapkan kualifikasi Fasilitator yang dapat memberikan proses belajar mengajar bagi karyawan lainnya atau siswa. Hal ini bertujuan agar proses penyampaian informasi dan pengetahuan dari Fasilitator dapat diterima dan dimengerti dengan baik oleh para karyawan yang lainnya.

Perusahaan pun melakukan pendataan ulang terkait adanya training yang *mandatory* dan *non mandatory* dari masing-masing divisi. Hal ini untuk dapat diidentifikasi secara lebih jelas training-training yang merupakan persyaratan/*mandatory* dari suatu posisi/jabatan di Perusahaan dan harus dipenuhi karena terkait dengan regulasi pemerintah. Program pelatihan kepada karyawan diberikan untuk memenuhi kebutuhan pengembangan baik dari sisi teknis (*mandatory* ataupun *non mandatory training*) maupun non teknis (*soft competency*).

3. Penerapan Strategi Organisasi di Tahun 2020

Pengelolaan SDM diarahkan agar pola pikir dan pola tindak karyawan dalam melakukan aktivitas selalu dihubungkan dengan manfaat bagi Perusahaan dan efektivitas dalam bekerja. Perusahaan mengembangkan pengelolaan *Human Capital* berbasis teknologi dan terus mengembangkan perangkat yang membuat pengelolaan SDM semakin efektif dan efisien. Dalam hal pengembangan organisasi secara korporasi, Perusahaan menyiapkan organisasi yang mendukung proses bisnis menjadi lebih efektif dan efisien serta terus beradaptasi dengan kebutuhan dan pengembangan bisnis Perusahaan.

2. Implementation of Learning & Development Strategy in 2020

The learning programs held for employees so far are through the sharing sessions delivered by each division and inviting professional practitioners from outside the Company to add insight to the employees about the business development, work motivation and how the latest HC practices are outside the Company.

One of the development programs implemented is by structuring the qualifications of instructors or facilitators recognized by the Company. The Company determines the qualification of Facilitators who can provide a teaching and learning process for other employees or students. The process is intended to make the delivering information and knowledge from the Facilitators can be well received and understood by other employees.

The Company also collects data related to mandatory and non-mandatory training from each division. That way the Company is able to identify more clearly what trainings are a requirement/mandatory for a position in the Company and must be fulfilled because they are related to government regulations. The training programs for employees are provided to meet development needs both in terms of technical (mandatory or non-mandatory training) and non-technical (soft competency).

3. Implementation of Organizational Strategy in 2020

HR management is directed to make the mindset and behavior of employees in performing activities are always linked to benefits for the Company and effectiveness of work. The Company develops technology-based Human Capital management and continues to develop tools that make HR management more effective and efficient. In terms of corporate organizational development, The Company prepares an organization that supports business processes to be more effective and efficient and continues to adapt to the needs and development of its business.

4. Penerapan Strategi *Culture Management* di Tahun 2020

Nilai-nilai budaya perusahaan yang terkandung dalam *Corporate Value* Perusahaan yaitu *Simple-Prompt-Polite* (SiPP) menjadi landasan setiap individu dalam organisasi guna mewujudkan visi, misi serta pencapaian target Perusahaan. Tata nilai budaya SiPP ini merupakan fondasi, oleh karena itu harus selalu tertanam dengan kuat di setiap diri pegawai.

Pada tahun 2020, strategi pengelolaan SDM dari sisi budaya antara lain:

- Melanjutkan transformasi personal dengan penunjukan dan penugasan *Agent of Change* (AoC) setiap divisi dengan tugas dan tanggung jawab yang lebih dipertajam
- Menindaklanjuti hasil pengukuran kesehatan budaya organisasi (*Organization Culture Health Index*)
- Menjalankan program implementasi budaya dengan metode yang lebih menarik dan terstruktur agar lebih cepat diterima dan diimplementasikan oleh seluruh karyawan.

KOMPOSISI KARYAWAN

Komposisi dan jumlah karyawan Perusahaan telah sesuai dengan perkembangan dan kebutuhan bisnis Perusahaan yang telah disusun dalam RKAP dan telah disetujui oleh Pemegang Saham. Per 31 Desember 2020 jumlah karyawan Perusahaan tercatat mencapai 2.032 orang. Jumlah tersebut mengalami penurunan sebesar 2,64% jika dibandingkan jumlah karyawan per 31 Desember 2019 dengan jumlah 2.087 orang. Penurunan juga terjadi pada penerimaan karyawan baru sejumlah 87 orang atau menurun 28% dibandingkan 2019 sebanyak 307 orang.

Profil demografi karyawan Perusahaan dapat dilihat pada tabel dan bagan berikut ini.

4. Implementation of Culture Management Strategy in 2020

The Company's Cultural Values of Simple-Prompt-Polite (SiPP) become the foundation for every individual in the organization to realize the vision, mission and achievement of the Company's targets. SiPP's cultural values are the foundation, therefore it must always be firmly embedded in every employee.

In 2020, HR management strategies from a cultural perspective include:

- Continue the personal transformation by appointing and assigning Agent of Change (AoC) to each division with more refined duties and responsibilities
- Follow up on the results of the organizational Organization Culture Health Index
- Run a culture implementation program with a more attractive and structured method so that it is more quickly accepted and implemented by all employees.

COMPOSITION OF THE EMPLOYEES

The composition and number of employees of the Company is in accordance with the development and business needs of the Company which is prepared in the RKAP and approved by the Shareholders. As of December 31, 2020, the Company's total employees reached 2,032 people. This number decreased by 2.64% compared to the number of employees as of December 31, 2019 with a total of 2,087 people. The decline also occurred in the recruitment of new employees of 87 people, a decrease of 28% from 307 people in 2019.

The demographic profiles of the Company's employees can be seen in the following tables and charts.

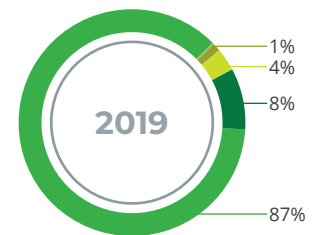
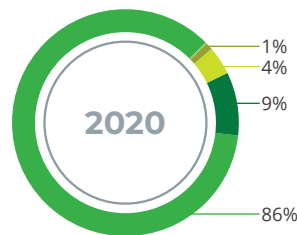
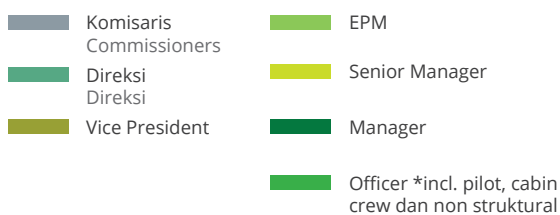
Demografi Karyawan Berdasarkan Level Organisasi (orang)
Employee Demographics by Organizational Level (person)

Level Organisasi Organizational Level	2020				2019			
	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)
Komisaris / Commissioners	3	1	4	50%	3	-	3	43%
Direksi / Director	3	1	4	50%	3	1	4	57%
EVP	-	-	-	-	-	-	-	0%
Jumlah / Total	6	2	8	100,00%	6	1	7	100,00%

L = Laki-laki / P = Perempuan
M = Male / F = Female

Level Organisasi Organizational Level	2020				2019			
	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)
Vice President	12	10	22	1,08%	11	9	20	0,96%
EPM	2	0	2	0,10%	2	0	2	0,09%
Senior Manager	53	26	79	3,89%	49	27	76	3,64%
Manager	145	43	188	9,25%	142	37	179	8,58%
Officer *incl. pilot, cabin crew dan non struktural	980	761	1.741	85,68%	997	813	1.810	86,73%
Jumlah / Total	1.192	848	2.032	100,00%	1.210	886	2.087	100,00%

L = Laki-laki / P = Perempuan
M = Male / F = Female



Demografi Karyawan Berdasarkan Status Kepegawaian (orang)
Employee Demographics by Employment Status (person)

Status Kekaryawanan Employment Status	2020				2019			
	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)
Karyawan Tetap Permanent Employees	921	610	1.531	75,34%	792	497	1.289	61,76%
Karyawan Tidak Tetap Temporary Employees	271	230	536	24,66%	409	389	789	38,24%
Jumlah / Total	1.192	840	2.032	100,00%	1.201	886	2.087	100,00%

L = Laki-laki / P = Perempuan
M = Male / F = Female



Demografi Karyawan Berdasarkan Jenjang Pendidikan (orang)
Employee Demographics by Education Level (person)

Jenjang Pendidikan Education Level	2020				2019			
	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)
Strata 3 Doctoral Degree	1	0	1	0,05%	0	0	0	0%
Strata 2 Master's Degree	21	13	34	1,67%	26	15	41	1,96%
Strata 1 Bachelor's Degree	338	169	507	24,95%	341	167	508	24,34%
Diploma 3 Associate Degree	597	339	936	46,06%	588	358	946	45,33%
SMA dan sederajat High school and equivalent	235	319	554	27,26%	246	346	592	28,37%
Jumlah / Total	1.192	840	2.032	100,00%	1.201	886	2.087	100,00%

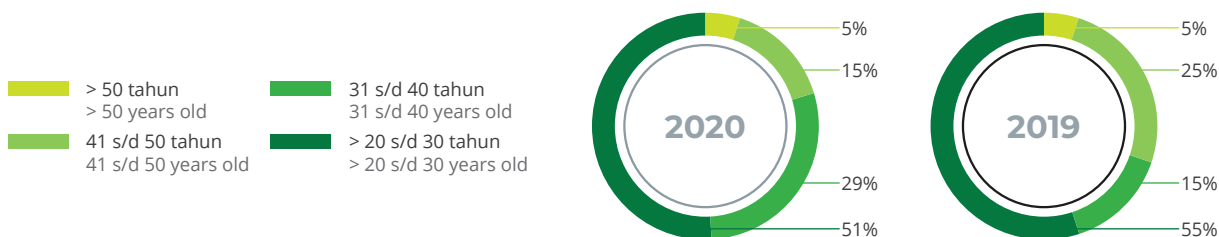
L = Laki-laki / P = Perempuan
M = Male / F = Female



Demografi Karyawan Berdasarkan Rentang Usia (orang)
Employee Demographics by Age Range (person)

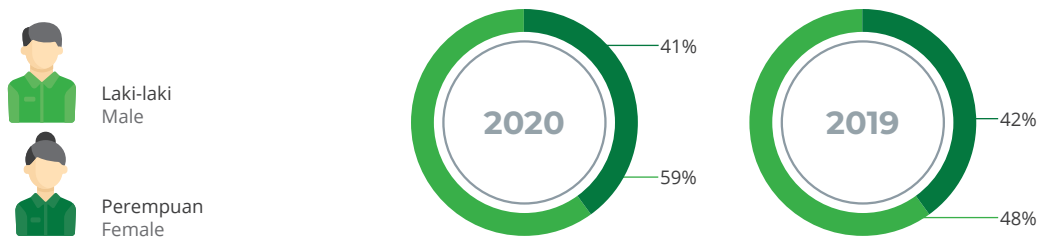
Rentang Usia Age Range	2020				2019			
	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)	L / M	P / F	Jumlah Number	Persentase (%) Percentage (%)
> 50 tahun > 50 years old	91	12	103	5,07%	93	10	103	4,93%
41 s/d 50 tahun 41 s/d 50 years old	275	30	305	15,01%	278	34	312	14,95%
31 s/d 40 tahun 31 s/d 40 years old	398	190	588	28,94%	363	166	529	25,35%
> 20 s/d 30 tahun > 20 s/d 30 years old	428	608	1.036	50,98%	467	676	1.143	55,07%
Jumlah / Total	1.192	840	2.032	100,00%	1.201	886	2.087	100,00%

L = Laki-laki / P = Perempuan
M = Male / F = Female



Demografi Karyawan Berdasarkan Gender/Jenis Kelamin (orang)
Employee Demographics by Gender (orang)

Jenis Kelamin Gender	2020		2019	
	Jumlah Number	Persentase (%) Percentage (%)	Jumlah Number	Persentase (%) Percentage (%)
Laki-laki / Male	1.192	59%	1.201	57,55%
Perempuan / Female	840	41%	886	42,45%
Jumlah / Total	2.032	100,00%	2.087	100,00%



TINGKAT TURNOVER KARYAWAN

Jumlah pemutusan hubungan kerja karyawan selama tahun 2020 adalah 141 orang, menurun 8% dari tahun 2019 sebanyak 153 orang. Komposisi *turnover* karyawan terbanyak terjadi di tahun 2020, disebabkan oleh karyawan yang mengundurkan diri dan habis masa kontraknya. Karyawan yang mengundurkan diri sebagian besar dari kelompok pegawai udara yaitu *Flight Attendant* dengan alasan selesai kontrak dan pertimbangan keluarga.

Rincian mengenai tingkat *turnover* karyawan Citilink sepanjang tahun 2019 dan 2020 adalah sebagai berikut:

Alasan Turnover Turnover Reason	2020	2019
Karyawan Awal Tahun Early Year Employee	2.135	2.005
Karyawan Baru New Employee	87	307
Karyawan PHK Layoff Employee	141	153
Promosi Promotion	110	320
Karyawan Akhir Tahun End Year Employee	2.032	2.139

PROGRAM KESEJAHTERAAN KARYAWAN

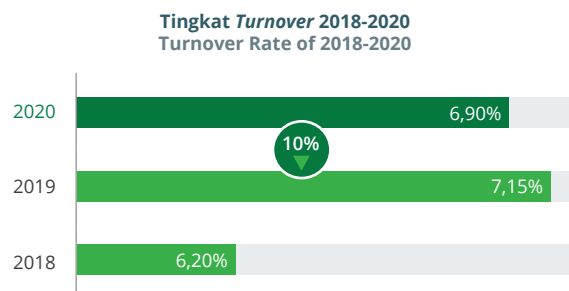
Karyawan merupakan salah satu aset penting Perusahaan yang harus dijaga dan diperhatikan untuk memperkuat loyalitas serta meningkatkan kinerja Perusahaan melalui pemenuhan kesejahteraan yang sesuai dengan perundang-undangan yang berlaku. Citilink memiliki kebijakan kesejahteraan karyawan yang kompetitif dengan tetap berlandaskan pada peraturan perundang-undangan yang berlaku di bidang ketenagakerjaan. Program kesejahteraan karyawan yang diatur dalam skema *Total Rewards* meliputi pemberian *Work Environment*, *Learning & Development*, *Benefit & Perks*, serta *Compensation*. Standarisasi penyusunan kebijakan *Total Rewards* diintegrasikan pada koridor yang menjamin produktivitas karyawan serta mendukung tercapainya visi, misi, dan nilai Perusahaan.

Total Rewards adalah seluruh penghargaan yang diberikan oleh perusahaan, baik itu transaksional ataupun relasional,

EMPLOYEE TURNOVER RATE

The number of layoffs in 2020 reached 141 people, a decrease of 8% from 153 people in 2019. The highest turnover occurred in 2020, caused by employees who resigned or their contracts expired. Most of the employees who resigned were from the air crew group of Flight Attendants, for reasons of completion of the contract and family considerations.

Details regarding Citilink's employee turnover rate between 2019 and 2020 are as follows:



EMPLOYEE WELFARE PROGRAM

Employee must be one of the important assets of the Company which has to be maintained and cared for to strengthen their loyalty and improve the Company's performance by fulfilling their welfare in accordance with applicable laws and regulations. Citilink has a competitive employee welfare policy based on the prevailing laws and regulations in the field of employment. Employee welfare programs regulated in the Total Rewards scheme include the provision of Work Environment, Learning & Development, Benefit & Perks, and Compensation. The standardization of Total Rewards formulation is integrated in the corridor that ensures employee productivity and supports the achievement of the Company's vision, mission and values.

Total Rewards are all awards given by the Company, both transactional and relational, so that they are able

sehingga mampu menarik dan mempertahankan karyawan-karyawan berkualitas serta mendorong produktivitas terbaik dari setiap karyawan. Dengan demikian, strategi *Human Capital* untuk mendukung pencapaian strategi bisnis dapat berjalan secara berkesinambungan. *Total Rewards* meliputi 4 (empat) aspek, antara lain:

1. Work Environment

Penghargaan relasional dan komunal yang bertujuan untuk membangun suasana kerja yang aman dan nyaman bagi karyawan serta mendorong terciptanya kompetisi yang sehat dan pemberian potensi dan kontribusi terbaiknya kepada Perusahaan.

2. Learning & Development

Penghargaan individu dan relasional yang bertujuan untuk memberikan peluang kepada karyawan untuk mengembangkan kemampuan, kompetensi dan karirnya yang pada akhirnya mampu memberikan kontribusi yang maksimal kepada Perusahaan.

3. Benefit & Perks

Penghargaan transaksional dan komunal yang bertujuan untuk menunjang aktivitas pekerjaan karyawan dan memberikan rasa aman bagi karyawan dan keluarganya.

4. Compensation

Penghargaan transaksional dan individual yang bertujuan untuk menarik dan mempertahankan talenta-talenta terbaik dalam Perusahaan.

Implementasi strategi *Total Rewards* ditujukan untuk mengoptimalkan penerapan nilai-nilai SiPP (*Simple, Prompt, Polite*) dalam diri setiap insan Citilink sekaligus menciptakan kader-kader pemimpin yang berkualitas di masa mendatang. Keberhasilan penerapan strategi *Total Rewards* diharapkan mampu mendorong terciptanya *sense of belonging* dalam diri setiap karyawan terhadap Perusahaan.

Manajemen *Human Capital* sebagai pihak yang bertanggung jawab dalam mengelola *Total Rewards* senantiasa menjamin keselarasan antara *Business* dan *People Management*, sehingga proses pengelolannya sesuai dengan rencana

to attract and retain quality employees and encourage the best productivity of each employee. Thus, the Human Capital strategy to support the achievement of business performance can run sustainably. The Total Rewards covers 4 (four) aspects, including:

1. Work Environment

Relational and communal awards that aim to build a safe and comfortable working atmosphere for employees as well as encourage the creation of healthy competition in actualizing their best potential and contribution to the Company.

2. Learning & Development

Individual and relational awards that aim to provide opportunities for employees to develop their abilities, competencies and careers which in turn are able to provide maximum contribution to the Company.

3. Benefit & Perks

Transactional and communal awards that aim to support employee work activities and provide a sense of security for employees and their families.

4. Compensation

Transactional and individual awards that aim to attract and retain the best talents within the Company.

The implementation of the Total Rewards strategy is meant to optimizing the implementation of SiPP values (Simple, Prompt, Polite) in every Citilink employee while at the same time creating a cadre of quality leaders for the future. The successful implementation of the Total Rewards strategy is expected to encourage the creation of a sense of belonging in every employee towards the Company.

Human Capital Management as the party responsible for managing the Total Rewards always ensures the alignment between Business and People Management, so that the management process is in accordance with the plan in the

dalam strategi bisnis Perusahaan yang berimplikasi terhadap terciptanya performa bisnis yang optimal.

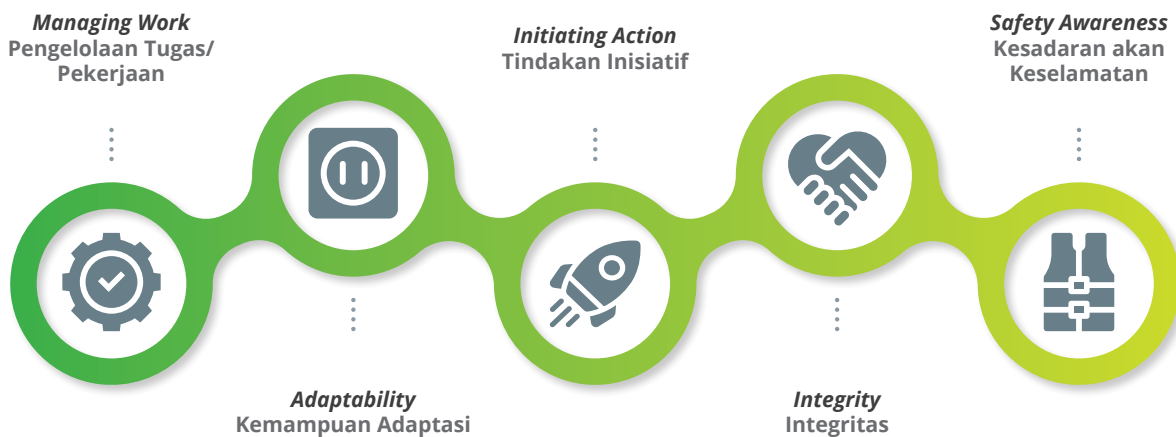
Company's business strategy which has the implications in creating the optimal business performance..

PENGEMBANGAN KOMPETENSI KARYAWAN

Kebijakan program pengembangan kompetensi difokuskan untuk menyiapkan Sumber Daya Manusia (SDM) dengan kompetensi tinggi di tengah pemenuhan kebutuhan Perusahaan dan ketatnya kebutuhan pemenuhan peraturan penerbangan (*highly-regulated*). Upaya ini juga merupakan inisiasi Perusahaan untuk menciptakan SDM unggul yang mampu beradaptasi dengan dinamika perkembangan bisnis. Perusahaan terus berupaya mengoptimalkan pengelolaan SDM yang selaras dengan budaya Perusahaan. Hal ini terintegrasi dengan prioritas Perusahaan untuk memenuhi 5 (lima) kompetensi utama (*major competencies*) setiap karyawan dalam menjalankan tugas serta tanggung jawabnya sehari-hari.

DEVELOPMENT OF THE EMPLOYEE COMPETENCY

The policy on the competency development program is focused on preparing the Human Resources (HR) with high competencies to meeting the needs of the Company and the strict requirements for fulfilling highly-regulated aviation industry. This effort is also the Company's initiative to create superior human resources who are able to adapt to the dynamics of business development. The Company continues to strive to optimize HR management that is in line with the Company's culture. It is integrated with the Company's priorities to fulfill the 5 (five) major competencies of each employee in carrying out their daily duties and responsibilities..



Kelima kompetensi utama ini menjadi tolok ukur Perusahaan dalam memberikan pelatihan dan pengembangan kompetensi yang dibutuhkan, sehingga setiap karyawan Perusahaan dapat menerapkan kompetensi utama di seluruh jenjang organisasi dan di seluruh kegiatan usaha Perusahaan. Kompetensi inti juga menjadi salah satu faktor penilaian kinerja karyawan yang dikelola oleh Divisi *Human Capital* melalui program *HC Information System*.

The five main competencies are the benchmarks for the Company in providing the required training and competency development, so that every employee of the Company can apply the main competencies at all levels of the organization and in all business activities of the Company. The core competencies are also one of the factors in evaluating the employee performance managed by the Human Capital Division through the *HC Information System* program.

Selain penerapan kompetensi inti, Perusahaan memiliki kebijakan kompetensi bagi karyawan yang menduduki manajemen kunci, seperti: *Manager*, *Senior Manager*, dan *Vice President*. Perusahaan memiliki mekanisme metode pengembangan kompetensi melalui *Leadership Development Program* berupa program *Emerging Leadership Development Program* (ELDP) dan *Operational Leadership Development Program* (OLDP).

Dalam membentuk SDM unggul di bidang operasional dan teknis, Citilink juga bekerja sama dengan Garuda Indonesia *Training Center* untuk memberikan pelatihan terpadu bagi calon pilot dan awak kabin. Pelatihan dan pengembangan kompetensi awak operasional tidak hanya melibatkan kelima kompetensi inti Citilink, tetapi diperkuat pula oleh kompetensi-kompetensi khusus di bidang penerbangan - merujuk pada ketentuan penerbangan yang berlaku.

Salah satu program pengembangan kompetensi untuk karyawan milenial yang telah diterapkan, yaitu Program *Management Trainee* (MT) yang saat ini sudah berjumlah 4 angkatan. Pada program MT ini, siswa MT diberikan pembekalan secara komprehensif pada proses pembelajaran dengan metode *experience learning* yang terdiri dari kegiatan *classroom training* dan *On the Job Training* (OJT) selama 11 bulan.

Pada saat OJT, karyawan milenial diberikan *challenging assignment* sebagai masukan (*improvement*) terhadap *business process* di unit terkait secara berkala. Selain itu, ada pula aktivitas FGD secara berkala pada siklus OJT untuk menggali ide-ide *improvement business* Perusahaan. Sebagai tahap akhir kegiatan OJT, akan dilakukan evaluasi akhir dalam bentuk presentasi ide inovasi bagi Perusahaan. *Output* yang diharapkan dari program MT ini adalah tersedianya *talent pool* untuk menjadi kandidat *leader* di Citilink.

Pengembangan kompetensi yang saat ini banyak dilakukan dalam lingkungan Perusahaan berupa penugasan dan *coaching* dari atasan. Karenanya, sebagai bentuk perhatian untuk meningkatkan nilai tambah bagi para karyawan, Perusahaan berkomitmen melaksanakan pengembangan kompetensi secara berkelanjutan. Pada tahun 2020, realisasi program pengembangan kepada karyawan darat berupa pemberian *training* tercatat sebesar Rp5.000.000,-

In addition to the implementation of core competencies, the Company has a competency policy for employees who occupy key management positions, such as: *Manager*, *Senior Manager*, and *Vice President*. The Company has set a mechanism for the competency development method through the *Leadership Development Program* in the form of the *Emerging Leadership Development Program* (ELDP) and the *Operational Leadership Development Program* (OLDP).

In developing superior human resources in the operational and technical fields, Citilink also collaborates with the Garuda Indonesia *Training Center* to provide integrated training for prospective pilots and cabin crew. The training and competency development for operational crews does not only involve the five core competencies of Citilink, but is also strengthened by special competencies in the field of aviation - referring to the applicable flight regulations.

One of the competency development programs for the millennial employees that has been implemented is the *Management Trainee* (MT) Program which currently has 4 batches. In this MT program, MT students are provided with comprehensive training in the learning process using the *experience learning* method which consists of *classroom* and *on the job training* (OJT) for 11 months.

During OJT, the millennial employees are given *challenging assignments* on a regular basis to improve the *business processes* in their respective units. In addition, there are also regular FGD activities in the OJT cycle to explore ideas for improving the Company's business. As the final stage of OJT activities, a final evaluation is taken in the form of presentation of innovation ideas for the Company. The expected output of this MT program is the availability of a *talent pool* of leader candidates at Citilink.

The competency development that is currently being run within the Company is in the form of assignments and *coaching* from the superiors. Therefore, as a form of concern to increase added value for employees, the Company is committed to implementing sustainable competency development. In 2020, the realization of development programs for ground employees in the form of training was recorded at Rp5,000,000 or decreased by

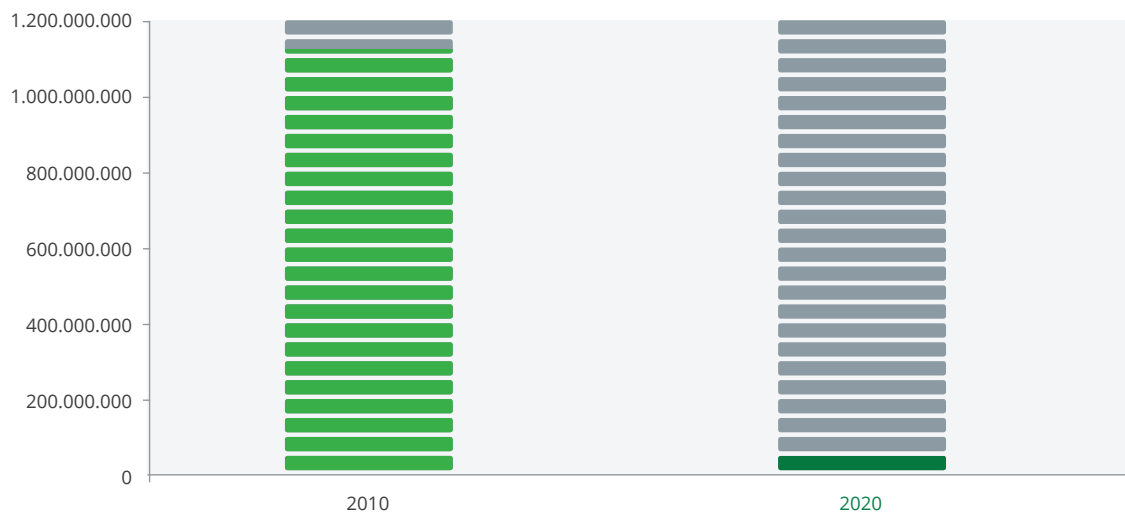
atau turun sebesar 99,55% bila dibandingkan tahun 2019. Besaran biaya pengembangan kompetensi karyawan darat secara total dapat dilihat pada tabel berikut.

99.55% compared to 2019. The total cost for competency development of ground employees can be seen in the following table.

Biaya Pengembangan Kompetensi
Cost of the Competency Development

	2020 (Rp/USD)	2019 (Rp/USD)	(Penurunan) (Decrease)		
			Selisih (Rp/USD) Difference (Rp/USD)	Persentase (%) Percentage (%)	
Pendidikan dan Pelatihan Education and Training	Rp 5.000.000	Rp 1.111.930.000	Rp (1.111.929.995)	99,55%	▼

Perbandingan Biaya Pengembangan Kompetensi (Rp/USD)
Comparison of the Competency Development Cost (Rp/USD)



Berdasarkan tabel di atas, program pengembangan pada tahun 2019 lebih difokuskan pada kompetensi *leadership* bagi karyawan struktural, yaitu ELDP (*Emerging Leaders Development Program*) bagi Manajer sudah dilakukan 3 angkatan dan OLDP sudah dilakukan 1 angkatan. Pengembangan juga dilakukan untuk mengembangkan kompetensi karyawan darat lainnya, baik dalam hal teknis maupun *soft skill* terutama peningkatan kemampuan teknis bagi karyawan darat pada area *operation*, niaga, dan *supporting*. Selain itu juga dilakukan *training mandatory* untuk *area operation* dan *Cargo*. Pendidikan dan pelatihan yang diberikan kepada karyawan tentunya diselenggarakan dengan target kinerja (KPI) karyawan di tahun berjalan.

Based on the chart above, the development program in 2019 was more focused on the leadership competency for structural employees, called the ELDP (Emerging Leaders Development Program) for Managers which had been done in 3 batches and OLDP which had been done in 1 batch. The program was also intended to develop the competency of other ground employees, both in terms of technical and soft skills, especially the improvement of technical capabilities for the ground employees in the field of operation, commerce, and support. In addition, the mandatory training was also provided for the operation and cargo area. The education and training for the employees was of course aligned with the employee performance

Agar apa yang diperoleh dapat mendukung produktivitas serta pencapaian target kerjanya.

Untuk tahun 2020, pengembangan kompetensi difokuskan pada pemberian tugas dan *coaching*. Program *monitoring* terhadap penugasan dilakukan cukup ketat mengingat untuk menjaga protokol kesehatan, pola kerja karyawan diatur secara bergilir ada karyawan yang bekerja dari rumah (*work from home*) dan ada yang bekerja di kantor. Atasan melakukan *monitoring* dan *tracking* terhadap setiap penugasan yang diberikan agar karyawan tetap produktif walaupun bekerja dari rumah. Karyawan dapat mengikuti program webinar ataupun *sharing session* yang diselenggarakan secara *online*.

KEBIJAKAN EVALUASI KINERJA

Perusahaan berupaya selalu meningkatkan budaya pengelolaan kinerja melalui pelaksanaan *Performance Management System* (PMS) yang dirancang secara khusus berdasarkan kelompok karyawan, yaitu *Ground Staff Head Office & Branch Office (HOBO)*, *Pilot dan Flight Attendant*.

Penilaian kinerja Pilot lebih difokuskan pada kepatuhan penerbang terhadap ketentuan dan aturan penerbangan, disiplin, dan komitmen terhadap Perusahaan. PMS bagi *Flight Attendant* difokuskan pada kepatuhan *Flight Attendant* menjalankan prosedur-prosedur pelayanan (*service*) dan kedisiplinan *Flight Attendant*. Sementara untuk *Ground Staff*, difokuskan pada pencapaian KPI dan target individu yang dikelola melalui siklus PMS. *People Manager* di HOBO dapat mengelola kinerja karyawan di jajarannya dengan mengimplementasikan siklus PMS yang terdiri dari tahapan *Planning, Mid & End Year Performance* dan *Appraisal*.

Pada tahun 2020, Perusahaan melakukan evaluasi kinerja pegawai dengan mempertimbangkan kondisi pandemi dan memiliki tujuan akhir untuk pengembangan pegawai. Evaluasi kinerja pegawai dilakukan dengan melihat *job description* dan perilaku kerja pegawai di divisi masing-masing. Penyesuaian pada pola penilaian tetap memperhatikan objektivitas dan kemudahan dalam proses penilaian.

targets (KPIs) for the current year. So that what was obtained could support the productivity and achieved the performance targets.

For 2020, the competency development was focused on assignments and coaching. The assignments were monitored strictly since the health protocols had to be maintained, so that there had to be a rotation of work by regulating who worked from home and who worked at the office. The supervisors monitored and tracked each assignment given so that the employees remained productive even though they worked from home. The employees could take part in webinar programs or sharing sessions held online.

PERFORMANCE EVALUATION POLICY

The Company always strives to improve the performance management culture through the implementation of a Performance Management System (PMS) which is specifically designed based on employee groups, namely Ground Staff Head Office & Branch Office (HOBO), Pilot and Flight Attendant.

Pilot performance assessment is more focused on pilot compliance with flight rules and regulations, discipline, and commitment to the Company. PMS for Flight Attendants is focused on the compliance of Flight Attendant in carrying out service procedures and discipline. Meanwhile, for the Ground Staff, it is focused on achieving KPI (Key Performance Indicator) and individual targets which are managed through the PMS cycle. People Manager at HOBO manages the performance of employees in their ranks by implementing the PMS cycle comprising stages of Planning, Mid & End Year Performance and Appraisal.

In 2020, the Company evaluated the employee performance by considering the pandemic situation with the ultimate goal of employee development. The employee performance evaluation was conducted by looking at the job description and work behavior of employees in their respective divisions. The adjustments to the assessment pattern still paid attention to objectivity and ease in the assessment process.

Kedepannya, Perusahaan juga menekankan pentingnya *coaching* kinerja melalui implementasi *form coaching* yang dilakukan oleh seluruh karyawan dan *People Manager*. Setiap tahun, PMS terus dievaluasi dan disempurnakan agar dapat lebih efektif mendukung *People Manager* dalam mengelola kinerja karyawan.

PENGEMBANGAN KARIER

Perusahaan memberikan kesempatan kepada karyawannya untuk mengembangkan karirnya tanpa membedakan agama, ras, suku, dan gender. Pengembangan karir pegawai didasarkan pada kinerja dan prestasi pencapaian yang dimiliki setiap karyawan. Kebijakan pengembangan karir memberikan kesempatan bagi seluruh karyawan untuk tumbuh dan mengembangkan diri, menumbuhkan motivasi, dan meningkatkan kesejahteraan pribadi. Bagi Perusahaan, kebijakan pengembangan karir menjadi sarana untuk memenuhi kebutuhan organisasi Perusahaan dengan memanfaatkan *internal resources* sebelum menggunakan *external resources*, berperan sebagai sarana bagi Perusahaan dalam memberikan layanan kepada karyawan, serta menciptakan iklim kompetisi yang sehat bagi seluruh karyawan.

Pengembangan karir karyawan selalu mengacu kepada kebutuhan organisasi, yaitu rumpun jabatan dan pengembangan kompetensi karyawan, sehingga diharapkan dapat meningkatkan kompetensi karyawan untuk mencapai target kinerja yang akan dicapai.

KEBIJAKAN KESETARAAN GENDER

Perusahaan memberlakukan kebijakan kesetaraan gender dalam pemberian kesempatan pengembangan karir dan pemberian akses pada pengembangan kompetensi. Hal ini didasari pada penerapan prinsip *performance-based* yang menjadi landasan Perusahaan dalam menilai kinerja dan memberikan akses untuk mengembangkan karir dan kompetensi.

HUBUNGAN INDUSTRIAL

Perusahaan memiliki peraturan perusahaan dan Human Capital Manual (HCM) yang mengatur terkait hak dan wewenang kedua belah pihak antara Perusahaan dan karyawan. Apabila tidak diatur di dalam peraturan perusahaan maka akan mengacu pada ketentuan perundang-undangan yang berlaku.

In the future, the Company will also emphasize the importance of performance coaching through the implementation of form coaching conducted by all employees and People Manager. Every year, the PMS continues to be evaluated and refined in order to more effectively support the People Manager in managing the employee performance.

CAREER DEVELOPMENT

The Company provides opportunities for its employees to develop their careers without discriminating against religion, race, ethnicity, and gender. The career development is based on the performance and achievements of each employee. The policy on career development provides opportunities for all employees to grow and develop themselves, foster motivation, and improve personal well-being. For the Company, the career development policy is a means to meet the needs of the Company's organization by utilizing internal resources before using external ones, acting as a means for the Company to provide services to the employees, as well as creating a healthy competitive climate for all of them.

The career development always refers to the needs of the organization, namely position clumps and employee competency development, so that it is expected to enhance the employee competency to achieve the performance targets that have been set.

GENDER EQUALITY POLICY

The Company has enforced a gender equality policy in providing career development opportunities and access to the competency development. This policy refers to the application of performance-based principles which are the basis for the Company in assessing performance and providing access to the career and competency development.

INDUSTRIAL RELATIONS

The Company has issued a regulation on the company and Human Capital Manual (HCM) which regulates the rights and authorities of both parties between the Company and employees. If some items are not included in the regulation, they will refer to the applicable laws and regulations.

RENCANA PENGEMBANGAN PENGELOLAAN KARYAWAN

Perusahaan akan mengidentifikasi *soft competency* seluruh karyawan sebagai bank data bagi program pengembangan karyawan. Berdasarkan data tersebut Perusahaan dapat melakukan pemetaan kompetensi karyawan secara menyeluruh dan mampu mengidentifikasi karyawan yang *high potential*. Program pengembangan dapat dilakukan sesuai dengan pemetaan karyawannya.

Perusahaan akan melakukan pengembangan kepada karyawan dengan beberapa metode sesuai dengan konsep pengembangan, yaitu:

- Pelatihan sebanyak 10%
- *Coaching* dari atasan sebanyak 20%
- Penugasan langsung pada pekerjaan serta pembelajaran mandiri sebanyak 70%

Terbatasnya waktu pelatihan menyebabkan proses pengembangan kompetensi dapat lebih banyak terjadi saat melakukan pekerjaan. Program pengembangan kompetensi perlu dilaksanakan secara efektif dan efisien. Efektif artinya memenuhi kebutuhan kompetensi pada posisi yang diemban agar dapat mencapai target kinerja yang telah ditetapkan. Efisien artinya peningkatan kompetensi membutuhkan batas waktu yang terkendali. Program pengembangan kompetensi dapat dilakukan secara formal maupun informal. Berbagai metode pengembangan dapat memiliki keterkaitan dan saling melengkapi.

Beberapa alternatif bentuk pengembangan kompetensi yang dapat dilakukan oleh Divisi *Human Capital Management* bersama *leader* antara lain:

- a. *Mandatory training* sesuai *technical competencies* yang dibutuhkan secara reguler.
- b. *Challenging assignment* dalam pengembangan proyek *business improvement*.
- c. *Job Rotation* untuk mendapatkan keahlian baru yang berbeda dengan keahlian sebelumnya.
- d. *Job Enlargement* untuk mendapatkan pengalaman tugas dengan ruang lingkup tanggung jawab yang lebih besar.

EMPLOYEE MANAGEMENT DEVELOPMENT PLAN

The Company will identify the soft competencies of all employees as a data bank for employee development programs. Based on this data, the Company will conduct a comprehensive employee competency mapping to be able to identify the high potential employees. The development program will then be carried out according to the employee mapping.

The Company will develop the employees with several methods in accordance with the development concept, including:

- Training at 10%
- Coaching by superior at 20%
- Direct assignment to work and self-study at 70%

The limited training time aims to make the competency development process occur more when doing the job. The competency development program needs to be implemented effectively and efficiently. Effective means meeting the needs of the position held in order to achieve the performance targets that have been set. Efficient means that enhancing a competency requires a controlled time limit. The competency development program will be held formally or informally. Various development methods can be related and complementary.

Several alternative forms of competency development that can be done by the Human Capital Management Division together with leaders include:

- a. Mandatory training according to technical competency which is needed regularly.
- b. Challenging assignment in developing business improvement project.
- c. Job Rotation to get a new skill that is different from the previous one.
- d. Job Enlargement to gain task experience with a larger scope of responsibility.

- e. *Job Enrichment* untuk mendapatkan pengalaman tugas dengan analisa yang lebih mendalam dan lebih strategis yang memberikan dampak signifikan bagi kinerja tim.
- f. *E-learning* untuk mendapatkan pengetahuan baru melalui cara belajar online yang dapat diakses kapan saja dan dimana saja.
- g. *Leadership Development Program* untuk meningkatkan kompetensi kepemimpinan dalam membina dan mengembangkan tim. Dalam program pengembangan *leadership*, departemen *talent management* akan fokus pada pengembangan *talent* di level *Senior Manager* dan *Vice President*.

Dalam penyelenggaraan program pengembangan tersebut, dibutuhkan pula proses *coaching* bersama atasan. *Coaching* adalah proses komunikasi dan diskusi terarah yang bertujuan untuk memaksimalkan potensi karyawan untuk mencapai kinerja yang memuaskan. Dalam proses *coaching* diberikan juga ruang untuk menyampaikan aspirasi pengembangan kompetensi dan aspirasi karir yang dapat diimplementasikan dalam *Individual Development Program*. *Individual Development Program (IDP)* merupakan rencana pengembangan kompetensi karyawan untuk dapat mencapai kinerja yang memuaskan pada target kerja jabatan atau posisi yang sedang dijalankan.

Untuk mendapatkan kandidat potensial secara lebih komprehensif, Perusahaan akan membangun *Assessment Center* sebagai metode *assessment* ataupun pengembangan melalui beberapa *tools/metode* dengan beberapa asesor. Sehingga hasil yang diperoleh dari *Assessment Center* ini menjadi data karyawan yang potensial, khususnya pada tingkat *Vice President* dan *Senior Manager*.

- e. Job Enrichment to gain task experience with deeper and more strategic analysis that has a significant impact on team performance.
- f. E-learning to get new knowledge through online learning method that can be accessed anytime and anywhere.
- g. Leadership Development Program to improve leadership competency in fostering and developing teams. In the leadership development program, the talent management department will focus on talent development at the Senior Manager and Vice President levels.

In implementing the development program, coaching by superior is also needed. Coaching is a process of directed communication and discussion aimed at maximizing the potential of employees to achieve satisfactory performance. In the coaching process, a chance is also provided to convey aspirations on competency and career development that can be implemented in the Individual Development Program. The Individual Development Program (IDP) is an employee competency development plan to be able to achieve satisfactory performance in the work target of the position being held.

To get potential candidates more comprehensively, the Company will build an Assessment Center as an assessment or development method through several tools/methods with several assessors. So that the results obtained from the Assessment Center become data of potential employees, especially at the levels of Vice President and Senior Manager.

STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

Structure and Composition of the Shareholders

KOMPOSISI PEMEGANG SAHAM

Hingga 31 Desember 2020, kepemilikan saham PT Citilink Indonesia dimiliki oleh PT Garuda Indonesia (Persero) Tbk sebesar 98,65% dan PT Aero Wisata sebesar 1,35%. Informasi mengenai jumlah kepemilikan saham Perusahaan tercantum dalam tabel sebagai berikut:

COMPOSITION OF THE SHAREHOLDERS

As of December 31, 2020, the shares of PT Citilink Indonesia are owned by PT Garuda Indonesia (Persero) Tbk at 98.65% and PT Aero Wisata at 1.35%. The information regarding the Company's total shareholdings is listed in the following table:

Pemegang Saham Shareholders	Akta Pernyataan Keputusan Pemegang Saham Perubahan Anggaran Dasar No. 62 tanggal 27 Oktober 2017 dibuat di hadapan Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta Deed of Shareholders' Decision Statement on the Amendment to Articles of Association No. 62 dated October 27, 2017 made before Jose Dima Satria, S.H., M.Kn., a notary in Jakarta		
	Modal (Rp) Capital (Rp)	Lembar Saham Number of Shares	%
PT Garuda Indonesia (Persero) Tbk	1.812.893.000.000	1.812.893	98,65
PT Aero Wisata	24.750.000.000	24.750	1,35
Total Modal Disetor Total Paid-in Capital	1.837.643.000.000	1.837.643	100
Modal Dasar Authorized Capital	3.700.000.000.000	3.700.000	

KEPEMILIKAN SAHAM OLEH DEWAN KOMISARIS DAN DIREKSI

SHARES OWNED BY THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Kepemilikan Saham Citilink oleh Dewan Komisaris dan Direksi Shares Owned by the Board of Commissioners and the Board of Directors

Nama Name	Jabatan Position	2020	
		Jumlah Saham (lembar) Number of Shares (Share)	Persentase Kepemilikan (%) Shareholding Percentage (%)
Dewan Komisaris / Board of Commissioners			
Dony Oskaria	Komisaris Utama / President Commissioner	-	-
Abdul Azis	Komisaris / Commissioner	-	-
Adita Irawati	Komisaris / Commissioner	-	-
Hasan M Soedjono	Komisaris / Commissioner	-	-
Direksi / Board of Directors			
Juliandra	Direktur Utama / President & CEO	-	-
Ester Siahaan	Direktur Keuangan / Chief Financial Officer	-	-
Benny Rustanto	Direktur Niaga / Chief Commercial Officer	-	-
Erlangga Sakti	Direktur Operasi / Chief Operations Officer	-	-
Jumlah / Total		-	-

**INFORMASI TENTANG PEMEGANG SAHAM UTAMA/
PENGENDALI HINGGA NAMA PEMILIK AKHIR**

PT Garuda Indonesia (Persero) Tbk merupakan pemegang saham utama dan pengendali Citilink dengan penguasaan saham Perusahaan sebesar 98,65%. Hingga 31 Desember 2020, Perusahaan belum melakukan penerbitan dan pencatatan saham di bursa efek manapun.

**INFORMATION ON MAJOR/CONTROLLING
SHAREHOLDERS TO THE NAMES OF FINAL OWNERS**

PT Garuda Indonesia (Persero) Tbk is the major and controlling shareholder of Citilink with the Company's shareholding of 98.65%. As of December 31, 2020, the Company has not issued and listed its shares on any stock exchange.

KRONOLOGI PENERBITAN DAN PENCATATAN SAHAM

Chronology of Share Issuance and Listing

Hingga 31 Desember 2020, Perusahaan belum melakukan penerbitan dan pencatatan saham di bursa efek manapun sehingga informasi mengenai kronologi pencatatan saham tidak relevan untuk diungkapkan.

Until December 31, 2020, the Company has yet to issue nor to list its shares on any stock exchange so that the information regarding the chronology of share listing is irrelevant to be disclosed.

KRONOLOGI PENERBITAN DAN PENCATATAN EFEK LAINNYA

Chronology of Issuance and Listing of Other Securities

Hingga 31 Desember 2020, Perusahaan belum melakukan penerbitan dan pencatatan efek dalam bentuk apapun sehingga informasi mengenai kronologi pencatatan efek lainnya tidak relevan untuk diungkapkan.

Until December 31, 2020, the Company has yet to issue nor to list its securities in any form so that the information regarding the chronology of the listing of other securities listing is irrelevant to be disclosed.

STRUKTUR GRUP PERUSAHAAN

Structure of the Company Group



*dalam proses pembubaran dan likuidasi / in the process of dissolution and liquidation

NAMA DAN PROFIL ENTITAS ANAK DAN/ ATAU ENTITAS ASOSIASI

Names and Profiles of Subsidiaries and/or Associates

ENTITAS ANAK

Hingga 31 Desember 2020, PT Citilink Indonesia telah memiliki entitas anak sebagai berikut:

SUBSIDIARIES

The following are subsidiaries owned by PT Citilink Indonesia as of December 31, 2020:

Entitas Anak Subsidiary	Domisili Location	Bidang Usaha Business Field	Persentase Kepemilikan Ownership Percentage	Tahun Operasi Year of Operations	Status Status
PT Garuda Tauberes Indonesia	Indonesia	Bidang pengembangan aplikasi perdagangan melalui internet (E-COMMERCE), kegiatan meliputi konsultasi, analisis dan pemrograman aplikasi untuk kegiatan perdagangan melalui internet dan portal web dan/ atau platform digital dengan tujuan komersial Developing trading applications over the internet (E-COMMERCE), activities include consulting, analysis and application programming for trading activities via the internet and web portals and/or digital platforms with commercial purposes.	99% Kepemilikan Langsung (Konsolidasi) 99% Direct Ownership (Consolidation)	2019	Dalam proses pembubaran dan likuidasi In the process of dissolution and liquidation
PT Garuda Ilmu Terapan Cakrawala Indonesia	Indonesia	Bidang pendidikan dalam dunia penerbangan dan non-penerbangan dalam rangka menunjang kegiatan operasional penerbangan Education in the aviation sector as well as non-aviation that supports the aviation operational activities.	80% Kepemilikan Langsung (Konsolidasi) 80% Direct Ownership (Consolidation)	2019	Dalam proses pembubaran dan likuidasi In the process of dissolution and liquidation
PT Garuda Indonesia Air Charter	Indonesia	<ul style="list-style-type: none"> ■ Pengangkutan dan Pergudangan Aktivitas ■ Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan dan Penunjang Usaha Lainnya. ■ Transportation and Warehousing ■ Leasing and Leasing Without Option Rights, Employment, Travel Agency and Other Business Supports. 	10% Kepemilikan Langsung 10% Direct Ownership	2019	Dalam proses pembubaran dan likuidasi In the process of dissolution and liquidation

ENTITAS ASOSIASI

Hingga 31 Desember 2020, Perusahaan tidak memiliki perusahaan ventura ataupun *Special Purpose Vehicle* (SPV), tetapi Perusahaan memiliki Perusahaan berelasi yang tergabung dalam grup PT Garuda Indonesia (Persero) Tbk. Perusahaan berelasi tersebut di antaranya sebagai berikut:

ASSOCIATES

As of December 31, 2020, the Company does not have a venture company or *Special Purpose Vehicle* (SPV), but the Company has related companies that are part of the PT Garuda Indonesia (Persero) Tbk group. These related companies include the following:

Nama Entitas Asosiasi Associates Name	Bidang Usaha Business Field	Kepemilikan Saham oleh Perusahaan per 31 Desember 2020 Shareholding by the Company as of December 31, 2020
PT Aero Wisata	Penyediaan barang dan jasa pariwisata Provision of tourism goods and services	-
PT Sabre Travel Network Indonesia	Penyedia teknologi untuk perjalanan dan industri pariwisata global Provider of technology for the global travel and tourism industry	-
PT Garuda Maintenance Facility Aero Asia Tbk (GMFAA)	Jasa perawatan pesawat terbang, perawatan komponen dan kalibrasi, perawatan mesin untuk pesawat dan industri, pembuatan dan perawatan sarana pendukung, jasa engineering, jasa layanan material, logistik, pergudangan dan konsinyasi serta jasa konsultan, pelatihan dan penyediaan tenaga ahli di bidang perawatan pesawat, komponen, dan mesin Aircraft maintenance services, component maintenance and calibration, engine maintenance for aircraft and industry, manufacture and maintenance of supporting facilities, engineering services, material services, logistics, warehousing and consignment as well as consulting services, training and provision of experts in the field of aircraft maintenance, components, and machine	-
PT Aero System Indonesia (Asyst)	Layanan konsultasi dan sistem teknik teknologi informasi serta layanan pemeliharaan penerbangan dan industri lainnya Consulting and information technology engineering system services as well as aviation and other industrial maintenance services	-
PT Gapura Angkasa	Jasa ground-handling Ground-handling services	-
Garuda Indonesia Holiday France SAS	Agen wisata (<i>tour & travel</i>), penjualan tiket pesawat, serta sewa menyewa pesawat Tour & travel, air ticket sales, and airplane rental	-

ALAMAT ENTITAS ANAK DAN/ATAU KANTOR CABANG ATAU KANTOR PERWAKILAN

Addresses of Subsidiaries and/or Branch Offices or Representative Offices

Seperti yang telah dijelaskan sebelumnya, bahwa hingga 31 Desember 2020, PT Citilink Indonesia tidak memiliki entitas anak. Berikut Alamat Kantor Pusat serta Kantor Cabang dan/atau Kantor Perwakilan Citilink.

As of December 31, 2020, PT Citilink Indonesia no longer has any subsidiary. The following are the addresses of Citilink's Head Office as well as Branch Offices and/or Representative Offices.

Kota City	Alamat Address
Jakarta	Terminal 2 Bandara Soekarno – Hatta , Cengkareng, Jakarta, Tangerang, Banten 19120 Kantor Perwakilan Halim Perdanakusuma Jl. Halim Perdana Kusuma, RT. 1/RW. 9, Halim Perdana Kusuma, Kec. Makassar, Kota Jakarta Timur
Medan	Bandara Kualanamu Jl. Bandara Internasional Kualanamu, Medan, Sumatera Utara 061-88880577
Surabaya	Terminal 1A Bandara Juanda, Jl. Ir. Haji Juanda , Surabaya 61253 Juanda Business Center Jl. Ir. H. Juanda Raya 2 Bl C/2 Surabaya 61256 031-8553887
Makassar	Bandara Internasional Sultan Hasanuddin Jl. Raya Airport No. 1 Makassar, Sulawesi 90552 0411-3656096
Denpasar	Bandara Internasional Ngurah Rai Jl. Raya Gusti Ngurah Rai Denpasar, Bali 80362 0361-9362208
Semarang	Bandara Internasional Ahmad Yani Jl. Puad Ahmad Yani, Semarang 50145
Yogyakarta	Bandara Internasional Adisucipto Jl. Raya Solo KM. 9 Yogyakarta 55282 +62 274 4331711 Bandar Udara Internasional Yogyakarta Jl. Wates – Purworejo No.Km, RW. 42, Area Kebun, Glagah, Kec. Temon, Kabupaten Kulon Progo, Daerah Istimewa Yogyakarta 55654

Kota City	Alamat Address
Lombok	Bandara Internasional Lombok Jl. By Pass Bandara Internasional Lombok Praya, Lombok, Nusa Tenggara Barat 83573 0370 - 6157047
Bengkulu	Bandara Fatmawati Soekarno Jl. Raya Padang Kemiling Pekan Sabtu Kec Selebar, Kota Bengkulu, Bengkulu 0736-51508
Malang	Bandara Abdul Rachman Saleh Jl. Komodor Udara Abdul Rachman Saleh, Jawa Timur 65154 0341-2993339
Jambi	Bandara Sultan Thaha Syaifuddin Jl. Soekarno-Hatta Kec. Jambi Selatan 44 0741-572532
Batam	Bandara Hang Nadim Jl. Hang Nadim No.01 Batu Besar Kec.Nongsa Kota Batam Kepulauan Riau 29466 0778-479300
Pangkal Pinang	Bandara Depati Amir Jl. Pulau Pelepas Kepulauan Bangka Belitung, Kab Bangka Tengah - Pangkalan Baru 33684 071-74262599
Tanjung Pandan	Bandara H.A.S. Hanandjoeddin Jl. Jend.Sudirman KM.15 Buluh Tumbang - Tanjungpandan 33413

Kota City	Alamat Address
Balikpapan	Bandara Sultan Aji Muhammad Sulaiman Jl. Marsma. R. Iswahyudi Balikpapan, Kalimantan Timur 76115 0542-7577126 / 7577129
Samarinda	Bandara APT Pranoto Samarinda Jl. Poros Bontang, Sungai Siring, Kec. Samarinda Utara, Kota Samarinda. Kalimantan Timur 75119
Banjarmasin	Bandara Syamsudin Noor Jalan Akses Bandara Baru, Landasan Ulin, Banjarbaru Kalimantan Selatan, 0811nesia
Kupang	Bandara El Tari Jl. Adi Sucipto Terminal B Kupang 85361 0380-882036
Palembang	Bandara Internasional Sultan Mahmud Badaruddin II Jl. Sultan Mahmud Badaruddin II Jl. Letjen Harun Sohar Palembang, Sumatera Selatan 30761 0711-385025
Padang	Bandara Internasional Minangkabau Kota Padang, Sumatera Barat 0751-819103
Dili	Dili Timor Plaza – CBD 2 Hotline: 6703310079 / 67073333888 divita_co_ltd@yahoo.com corrotrans@gmail.com
Banyuwangi	Bandara Banyuwangi Jl. Blimbingsari, Kabupaten Banyuwangi, 68462 082131115219
Perth	Aviation Online Level 11, Brookfield Place, 125 St Georges Terrace, Perth Australia +61 86 555 7081
Penang	Penang International Airport Bayan Lepas 11900 Penang +60 128777429
Jeddah	Mamas Int'l Travel & Aviation Co City Center Annex, Madina Rd. PO Box 11727, Jeddah 21463 – K.S.A Phone : +966 505645540

Kota City	Alamat Address
Pekanbaru	Bandara International Sultan Syarif Kasim II Jl. Bandara Sultan Syarif Kasim II Pekanbaru, Riau 28111 0761-8410057 / 8410058
Pontianak	Bandar Udara Internasional Supadio Pontianak Jl. Arteri Supadio Km. 17, Limbung, Raya R iver, Limbung, Kec. Sungai Raya, Kabupaten Kubu Raya, Kalimantan Barat 78381
Solo	Bandara Internasional Adi Sumarmo Jl. Bandara Adi Sumarmo Surakarta 57108 0271-7889352
Palangkaraya	Bandara Tjilik Riwut Jl. A. Donis Samad Desa Paanrung, Kec. Pahandut, Palangkaraya
Bandung	Bandara Husein Sastranegara Jl. Pajajaran No.156 Jawa Barat 40174
Manado	Bandara Sam Ratulangi Lapangan Mapanget Kota Manado, Sulawesi Utara 0431-814336
Silangit	Bandar Udara Internasional Silangit Siborong-borong, Tapanuli Utara, Sumatera Utara 082277037986
Gorontalo	Bandara Gorontalo Jl. Satria Angkasa No 274 Isimu, Gorontalo, 96216
Kuala Lumpur	MS Elite Global Sdn Bhd Q Sentral 31-BC-13, Jalan Stesen Sentral 2 Kuala Lumpur Sentral, 50470 Kuala Lumpur +60 128777429
Kunming	Shenzhen WanHong International Travel Ltd. No. 407#, 4F, HONGGUI Building, No.2068#. Honggui Road, Louhu, Shenzhen, Guangdong China +86 13686414146 /+62 82228289998
Banda Aceh	Bandara Internasional Sultan Iskandar Muda Nanggroe Aceh Darussalam NAD, Aceh Besar Blang Bintang

Kota City	Alamat Address
Jayapura	Bandar Udara Sentani Sentani, Jayapura, Papua 99359
Kendari	Bandara Haluoleo Jl. Bandara Haluoleo, Ambaipua, Ranomeeto, Kabupaten Konawe Selatan, Sulawesi Tenggara 93372
Palopo	Bandar Udara Bua Jalan Bandara, Puty, Bua, Kabupaten Luwu, Sulawesi Selatan 91991
Tana Toraja	Toraja Airport Buntu Kuni, Simbuang, Mengkendek, Tana Toraja Regency, Sulawesi Selatan 91871
Raha	Bandar Udara Sugimanuru Muna Barat Pulau Muna, Tiworo Kepulauan, Muna Barat, Kusambi, Kabupaten Muna, Sulawesi Tenggara 93655
Ambon	Bandar Udara Internasional Pattimura Jl. Propinsi, Urimesing, Tlk. Ambon, Kota Ambon, Maluku
Sibolga	Bandara Pinangsori Jl. Ahmad Yani Kec. Pinangsori Kab. Tapanuli Tengah, Sumatera Utara 22654 081265181773
Waingapu	Bandar Udara Umu Meheng Kunda Mau Hau, Kambera, East Sumba Regency, East Nusa Tenggara 0813389009966
Labuan Bajo	Bandara Internasional Komodo Batu Cermin, Komodo, West Manggarai Regency, East Nusa Tenggara
Kertajati	Bandara Internasional Kertajati Kertajati, Kabupaten Majalengka, Jawa Barat 45457
Lhokseumawe	Bandar Udara Malikussaleh Jl. Airport Malikussaleh, Pinto Makmur, Muara Batu, Kabupaten Aceh Utara, Aceh 24351
Ketapang	Bandar Udara Rahadi Oesman Kali Nilam, Delta Pawan, Kabupaten Ketapang, Kalimantan Barat 78112

Kota City	Alamat Address
Timika	Bandar Udara Internasional Mozes Kilangin Kwamki, Kec. Mimika Baru, Kabupaten Mimika, Papua 99971
Baubau	Bandar Udara Betoambari Provinsi Kepulauan Buton, Katobengke, Betoambari, Kota Bau-Bau, Sulawesi Tenggara 93724
Kolaka	Bandar Udara Sangia Nibandera Tanggetada, Kabupaten Kolaka, Sulawesi Tenggara 93563
Ampana	Bandar Udara Tanjung Api Ampana Pusungi, Kec. Ampana Tete, Kabupaten Tojo Una-Una, Sulawesi Tengah 94683
Selayar	Bandar Udara H. Aeroppala Bontosunggu, Bontoharu, Kab. Kepulauan Selayar, Sulawesi Selatan
Gunung Sitoli, Nias	Bandar Udara Binaka Jl. Pelabuhan Udara Binaka KM 19,1. Gunung Sitoli Idanoi, Umu, Gido Kota Gunung Sitoli Sumatera Utara 22871 082161822413
Ende	Bandar Udara H. Hasan Aroeboesman Kel. Tetandara, Flores, Ende Regency, East Nusa Tenggara 081337440029
Bajawa	Bandar Udara Soa Bajawa Masumeli, Soa, Kabupaten Ngada, Nusa Tenggara Timur
Lampung	Bandar Udara Radin Inten II Jl. Lintas Sumatera No. 758, Haduyang, Kec Natar, Kabupaten Lampung Selatan, Lampung 35362
Phnom Penh	Bandar Udara Internasional Phnom Penh CAMS, District Dangkor, National Road 4, Phnom Penh, Cambodia
Aek Godang	Bandar Udara Aek Godang Janji Manahan, Batang Onang, Kabupaten Padang Lawas Utara, Sumatera Utara 22733
Putussibau	Bandar Udara Pangsuma Kedamin Hulu, Putussibau Sel., Kabupaten Kapuas Hulu, Kalimantan Barat 78753

WILAYAH OPERASIONAL

Operational Coverage



- | | | |
|--------------------------|--------------------------|------------------------|
| 1. Jakarta (CGK/HLP) | 12. Jambi (DJB) | 23. Sibolga (FLZ) |
| 2. Bandung (BDO) | 13. Bengkulu (BKS) | 24. Lhokseumawe (LSW) |
| 3. Kertajati (KJT) | 14. Tanjung Pandan (TJQ) | 25. Aek Godang (AEG) |
| 4. Semarang (SRG) | 15. Pangkal Pinang (PGK) | 26. Banjarmasin (BDJ) |
| 5. Yogyakarta (JOG/YIA) | 16. Pekanbaru (PKU) | 27. Palangkaraya (PKY) |
| 6. Solo (SOC) | 17. Padang (PDG) | 28. Pontianak (PNK) |
| 7. Malang (MLG) | 18. Batam (BTH) | 29. Balikpapan (BPN) |
| 8. Surabaya (SUB) | 19. Medan (KNO) | 30. Samarinda (AAP) |
| 9. Banyuwangi (BWX) | 20. Silangit (DTB) | 31. Ketapang (KTG) |
| 10. Tanjung Karang (TKG) | 21. Banda Aceh (BTJ) | 32. Putussibau (PSU) |
| 11. Palembang (PLM) | 22. Gunung Sitoli (GNS) | 33. Denpasar (DPS) |



- 34. Lombok (LOP)
- 35. Labuan Bajo (LBJ)
- 36. Kupang (KOE)
- 37. Ende (ENE)
- 38. Waingapu (WGP)
- 39. Bajawa (BJW)
- 40. Makassar (UPG)
- 41. Manado (MDC)
- 42. Kendari (KDI)
- 43. Gorontalo (GTO)
- 44. Baubau (BUW)

- 45. Pomala (KXB)
- 46. Palopo (LLO)
- 47. Selayar (KSR)
- 48. Toraja (TRT)
- 49. Ampana (OJU)
- 50. Ambon (AMQ)
- 51. Timika (TIM)
- 52. Jayapura (DJJ)

-  Dili (DIL)
-  Penang (PEN)
-  Kuala Lumpur (KUL)
-  Phnom Penh (PNH)
-  Kunming (KMG)
-  Jeddah (JED)
-  Perth (PER)
-  Melbourne Avalon (AVV)

LEMBAGA DAN PROFESI PENUNJANG

Supporting Entities and Professions

Lembaga/ Profesi Entity/ Professional	Nama Name	Alamat & Nomor Telepon Address & Telephone Number	Jasa yang Diberikan Services Served
Kantor Akuntan Publik Public Accountant Office	Tanudiredja, Wibisana, Rintis & Rekan	WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 Indonesia Telp: 021-50992901	Audit Laporan Keuangan Financial Statements Audit
Notaris Notary	Notaris Arry Supratno, S.H.	Arry Centre, Jl. Bendungan Jatiluhur No. 69, Jakarta Pusat, 10210 Telp: 021-57852525, 57852333 Fax: 021-57851551, 57930373 Email: dewiisupratno@gmail.com	Pembuatan akta pernyataan keputusan RUPS dan akta-akta perusahaan lainnya, termasuk akta pendirian anak perusahaan Preparation of deed GMS resolution statement and other company deeds, including the deed of establishment of subsidiaries
Konsultan Hukum Legal Consultant	Nurjadin Sumono Mulyadi & Patners	Indonesia Stock Exchange Building Tower I, Lantai 26 Sudirman Central Business District Jl. Jend. Sudirman Kav. 52-53 Jakarta 12910, Indonesia Telp: 021-5151788 Fax: 021-5150880 Email: enquiries@nurjadinet.com	<ul style="list-style-type: none"> ■ Pemberian pendapat hukum terkait transaksi-transaksi yang dilakukan Perusahaan, permasalahan hukum yang dihadapi Perusahaan ■ Mewakili Perusahaan baik dalam negosiasi, mediasi, pra-litigasi, maupun persidangan ■ Provision of legal opinion regarding transactions carried out by the Company and legal issues faced by the Company ■ Representing the Company in negotiations, mediation, pre-litigation, and trial
	Assegaf Hamzah & Partners	Capital Place, Level 36 & 37, Jl. Jend. Gatot Subroto No. Kav 18 Jakarta 12710, Indonesia P: +62 21 2555 7800 F: +62 21 2555 7899	<ul style="list-style-type: none"> ■ Pemberian pendapat hukum terkait transaksi-transaksi yang dilakukan Perusahaan, permasalahan hukum yang dihadapi Perusahaan ■ Mewakili Perusahaan baik dalam negosiasi, mediasi, pra-litigasi, maupun persidangan ■ Provision of legal opinion regarding transactions carried out by the Company and legal issues faced by the Company ■ Representing the Company in negotiations, mediation, pre-litigation, and trial
	Arkananta Vennootschap	RDTX Tower, 12th Floor, Zone F, Suite 1201 Jl. Prof. Dr. Satrio, Kav. EIV, No. 6, Mega Kuningan, Jakarta Selatan, 12950 – Indonesia Phone. +62 21 57906210	<ul style="list-style-type: none"> ■ Pemberian pendapat hukum terkait transaksi-transaksi yang dilakukan Perusahaan, permasalahan hukum yang dihadapi Perusahaan ■ Mewakili Perusahaan baik dalam negosiasi, mediasi, pra-litigasi, maupun persidangan ■ Provision of legal opinion regarding transactions carried out by the Company and legal issues faced by the Company ■ Representing the Company in negotiations, mediation, pre-litigation, and trial
	Parulian Situmorang & Partners	World Trade Centre 5, 11th Floor Jalan Jenderal Sudirman Kav. 29-31 Jakarta 12930 Indonesia P: +62 21 5228133	<ul style="list-style-type: none"> ■ Pemberian pendapat hukum terkait transaksi-transaksi yang dilakukan Perusahaan, permasalahan hukum yang dihadapi Perusahaan ■ Mewakili Perusahaan baik dalam negosiasi, mediasi, pra-litigasi, maupun persidangan ■ Provision of legal opinion regarding transactions carried out by the Company and legal issues faced by the Company ■ Representing the Company in negotiations, mediation, pre-litigation, and trial

Lembaga/ Profesi Entity/ Professional	Nama Name	Alamat & Nomor Telepon Address & Telephone Number	Jasa yang Diberikan Services Served
Konsultan Hukum Legal Consultant	BMP Law Office	Mayapada Tower, 11th Floor Jl. Jend Sudirman Kav 28 Jakarta 12920 – Indonesia P: +62 21 5289 7461	<ul style="list-style-type: none"> ■ Pemberian pendapat hukum terkait transaksi-transaksi yang dilakukan Perusahaan, permasalahan hukum yang dihadapi Perusahaan ■ Mewakili Perusahaan baik dalam negosiasi, mediasi, pra-litigasi, maupun persidangan ■ Provision of legal opinion regarding transactions carried out by the Company and legal issues faced by the Company ■ Representing the Company in negotiations, mediation, pre-litigation, and trial
	M. Syafri Noer & Partners	Epicentrum Walk 5th Floor Suites South A. 529 Jl. HR Rasuna Said, Karet Kuningan, Setiabudi Jakarta Selatan Tlp: 021-5682703 Email: msnlawpartners@yahoo. com msyafriinoer@yahoo.com	<ul style="list-style-type: none"> ■ Mewakili Perusahaan baik dalam negosiasi, mediasi, pra-litigasi, maupun persidangan ■ Pemberian Pendapat Hukum dalam tahapan pra-litigasi ■ Representing the Company in negotiations, mediation, pre-litigation, and trial ■ Provision of Legal Opinion in the pre-litigation stage
	Utomo Karim & Partners	Gedung Hanurata Graha Lantai 2 Jl. Kebonsirih No. 67-69 Jakarta Pusat, Indonesia Telp: 021-70172700, 3100011 Email: utomokarim@ukp-lawfirm. com	<ul style="list-style-type: none"> ■ Pemberian pendapat hukum terkait transaksi-transaksi yang dilakukan Perusahaan, permasalahan hukum yang dihadapi Perusahaan ■ Mewakili Perusahaan baik dalam negosiasi, mediasi, pra-litigasi, maupun persidangan ■ Provision of legal opinion regarding transactions carried out by the Company and legal issues faced by the Company ■ Representing the Company in negotiations, mediation, pre-litigation, and trial
	KarimSyah Law Firm	Alamanda Tower, Jl. TB Simatupang No.23-24, RT.1/RW.1, West Cilandak, Cilandak, South Jakarta City, Jakarta 12430 Telp: (021) 29660001 Email: info@karimsyah.com	<ul style="list-style-type: none"> ■ Pemberian pendapat hukum terkait transaksi-transaksi yang dilakukan Perusahaan, permasalahan hukum yang dihadapi Perusahaan ■ Mewakili Perusahaan baik dalam negosiasi, mediasi, pra-litigasi, maupun persidangan ■ Provision of legal opinion regarding transactions carried out by the Company and legal issues faced by the Company ■ Representing the Company in negotiations, mediation, pre-litigation, and trial

PENGHARGAAN DAN SERTIFIKAT

Awards and Certificates

Penghargaan di Tahun 2020 Awards Earned in 2020

Tanggal Date	Nama Penghargaan Name of Award	Diberikan oleh Awarded By
15 Januari 2020 January 15, 2020	33rd ASEANTA Awards of Excellence untuk kategori <i>Best ASEAN Airline Program</i> 33rd ASEANTA Awards of Excellence for the category of Best ASEAN Airline Program	ASEAN Tourism Association
15 Januari 2020 January 15, 2020	33rd ASEANTA Awards of Excellence untuk kategori <i>Best ASEAN Tourism Photo</i> 33rd ASEANTA Awards of Excellence for the category of Best ASEAN Tourism Photo	ASEAN Tourism Association
28 Juli 2020 July 28, 2020	Travelers' Choice Low Cost Airline - Asia	TripAdvisor
2 September 2020 September 2, 2020	Penghargaan Khusus Atas Inovasi Travelogistic Special Award for Travelogistic Innovation	IDX Channel
4 November 2020 November 4, 2020	<i>Silver Champion of Indonesia WOW Brand 2020</i> untuk kategori <i>Transportation and Logistics - Airline</i> Silver Champion of Indonesia WOW Brand 2020 for the category of Transportation and Logistics - Airline	MarkPlus
5 November 2020 November 5, 2020	<i>Corporate Branding Award</i> untuk kategori <i>Brand Identity</i> Corporate Branding Award for the category of Brand Identity	BUMN Track
5 November 2020 November 5, 2020	<i>Global Branding and Marketing Award</i> untuk kategori <i>International Appreciation</i> Global Branding and Marketing Award for the category of International Appreciation	BUMN Track
5 November 2020 November 5, 2020	<i>The Best CMO BUMN Branding and Marketing Award 2020</i> untuk kategori <i>Creative Marketing Initiative</i> The Best CMO BUMN Branding and Marketing Award 2020 for the category of Creative Marketing Initiative	BUMN Track
9 Desember 2020 December 9, 2020	2021 Official Airline Ratings: Four-Star Low-Cost Carrier	Airline Passenger Experience (APEX)
17 Desember 2020 December 17, 2020	<i>Best Digital Marketing Champion 2020</i> untuk kategori <i>Transportation & Tourism</i> Best Digital Marketing Champion 2020 for the category of Transportation & Tourism	Majalah SWA SWA Magazine
18 Desember 2020 December 18, 2020	<i>Inspiring Leader of Professional & Business</i> dalam ajang Teropong <i>Leadership Award 2020</i> Inspiring Leader of Professional & Business in the event of Teropong Leadership Award 2020	Teropong Senayan

Sertifikat yang Masih Berlaku Hingga Tahun 2020 Valid Certification Until 2020

Tanggal Dikeluarkannya Sertifikasi Issuance Date of Certificate	Jenis Sertifikat Type of Certificate	Dikeluarkan Oleh Issued By	Masa Berlaku Hingga Valid Until
22 Juni 2012 June 22, 2012	Sertifikat Operator Pesawat Udara Air Operator Certificate	Kementerian Perhubungan Ministry of Transportation	22 Juni 2022 June 22, 2022
14 April 2014 April 14, 2014	Sertifikat Operator Pesawat Udara (Asing) CCAR 129 Operations Specifications	Civil Aviation Authority of China	No period of Validity

Tanggal Dikeluarkannya Sertifikasi Issuance Date of Certificate	Jenis Sertifikat Type of Certificate	Dikeluarkan Oleh Issued By	Masa Berlaku Hingga Valid Until
Januari 2015 January 2015	Sertifikat Operator Pesawat Udara (Asing) Foreign Operator Certificate (FOP)	General Authority of Civil Aviation Saudi Arabia	26 Agustus 2021 Agustus 26, 2021
8 Juni 2015 June 8, 2015	Surat Izin Usaha Angkutan Udara Niaga Berjadwal Nomor SIUAU/NB-027 Tanggal 08 Juni 2015 Business License of Scheduled Commercial Air Transport Number SIUAU/NB-027 Dated June 8, 2015	Kementerian Perhubungan Ministry of Transportation	Selama masih berkegiatan usaha As long as the business is still running
22 Desember 2015 December 22, 2015	Quality Management System – ISO 9001-2015	British Standard Institution (BSI)	22 Desember 2021 December 22, 2021
31 Mei 2017 May 31, 2017	Izin Pengangkutan Barang Berbahaya (<i>Dangerous Goods</i>) License of Dangerous Goods Transportation	Kementerian Perhubungan Ministry of Transportation	Selama masih berkegiatan usaha As long as the business is still running
16 Juli 2018 July 16, 2018	Sertifikat Operator Pesawat Udara (Asing) Foreign Operations Permit (FOP)	Civil Aviation Authority of Singapore	9 Januari 2021 January 9, 2021
13 September 2019 September 13, 2019	Sertifikat Operator Pesawat Udara (Asing) Foreign Air Transport Air Operator Certificate (FATAOC)	Civil Aviation Safety Authority Australia	30 September 2021 September 30, 2021
28 November 2019 November 28, 2019	Sertifikat Operator Pesawat Udara (Asing) Foreign Aircraft Operator Certificate (FAOC)	Civil Aviation Authority of Malaysia	No period of Validity

AKSES INFORMASI DAN SITUS WEB PERUSAHAAN

Access to the Company Information and Website

PT Citilink Indonesia telah menyediakan akses informasi untuk mendapatkan informasi lebih lanjut melalui:

PT Citilink Indonesia has provided access to get further information through:

SEKRETARIS PERUSAHAAN CORPORATE SECRETARY



Resty Kusandarina
VP Corporate Secretary & CSR

KANTOR PUSAT HEADQUARTERS



Kantor Manajemen
Management Office
Management Support I Building, 1st Floor
Garuda City, Bandar Udara Internasional
Soekarno - Hatta
Tangerang 15111, Indonesia
PO BOX 1004 TNG BUSH



www.citilink.co.id



corcomm@citilink.co.id



[citilink](https://www.facebook.com/citilink)



[@citilink](https://twitter.com/citilink)



[@citilink](https://www.instagram.com/citilink)



Perusahaan juga telah memiliki situs web resmi Citilink yang merupakan salah satu sarana dalam memenuhi keterbukaan informasi publik yang menyajikan informasi secara komunikatif dan *update* mengenai Perusahaan yang diperlukan oleh segenap pemangku kepentingan maupun masyarakat umum sesuai dengan prinsip transparansi dan keterbukaan informasi kepada publik melalui situs web resmi Perusahaan dengan alamat www.citilink.co.id. Lebih lanjut, situs resmi Perusahaan sudah menyajikan informasi umum tentang Perusahaan, yang dibutuhkan oleh para pemangku kepentingan.

The Company also has the official website of Citilink as a means of fulfilling the requirement of public information disclosure by providing communicative and updated information about the Company, needed by all stakeholders and the general public in accordance with the principles of transparency and disclosure of information to the public. The Company's official website is www.citilink.co.id.

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN UNIT AUDIT INTERNAL

Education and/or Training of the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Sebagai bagian dari implementasi *Good Corporate Governance* (GCG), Perseroan berupaya untuk memfasilitasi setiap organ Perseroan untuk mendapatkan program pengembangan dalam meningkatkan kapabilitas sesuai dengan kebutuhan dalam pelaksanaan tugas masing-masing. Berikut informasi tentang program peningkatan kompetensi untuk Dewan Komisaris, Direksi, Komite di bawah Dewan Komisaris, Sekretaris Perusahaan, serta Audit Internal, di sepanjang tahun 2020.

As part of the implementation of *Good Corporate Governance* (GCG), the Company seeks to facilitate each organ of the Company to obtain development programs to increase capabilities according to the needs in conducting their respective duties. The following is information on competency improvement programs throughout 2020 for the Board of Commissioners, Board of Directors, Committee under the Board of Commissioners, Corporate Secretary, and Internal Audit Unit.

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Date/Place	Penyelenggara Organizer
Dewan Komisaris / The Board of Commissioners				
Dony Oskaria Komisaris Utama President Commissioner	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/ <i>Workshop</i>	<i>Workshop Citilink Business Plan 2020-2024 Jilid I</i> Workshop Citilink Business Plan 2020-2024 Volume I	28 Juli 2020 July 28, 2020	PT Citilink Indonesia bersama <i>shareholders</i> PT Citilink Indonesia and shareholders
		<i>Workshop Citilink Business Plan 2020-2024 Jilid II</i> Workshop Citilink Business Plan 2020-2024 Volume II	5 Agustus 2020 August 5, 2020	PT Citilink Indonesia
		<i>Workshop Citilink Business Plan 2020-2024 Jilid III</i> Workshop Citilink Business Plan 2020-2024 Volume III	13 Agustus 2020 August 13, 2020	PT Citilink Indonesia
Abdul Azis Komisaris Commissioner	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/ <i>Workshop</i>	<i>Workshop Citilink Business Plan 2020-2024 Jilid I</i> Workshop Citilink Business Plan 2020-2024 Volume I	28 Juli 2020 July 28, 2020	PT Citilink Indonesia bersama <i>shareholders</i> PT Citilink Indonesia and shareholders
		<i>Workshop Citilink Business Plan 2020-2024 Jilid II</i> Workshop Citilink Business Plan 2020-2024 Volume II	5 Agustus 2020 August 5, 2020	PT Citilink Indonesia
		<i>Workshop Citilink Business Plan 2020-2024 Jilid III</i> Workshop Citilink Business Plan 2020-2024 Volume III	13 Agustus 2020 August 13, 2020	PT Citilink Indonesia
Adita Irawati Komisaris Commissioner	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/ <i>Workshop</i>	<i>Workshop Citilink Business Plan 2020-2024 Jilid I</i> Workshop Citilink Business Plan 2020-2024 Volume I	28 Juli 2020 July 28, 2020	PT Citilink Indonesia bersama <i>shareholders</i> PT Citilink Indonesia and shareholders
		<i>Workshop Citilink Business Plan 2020-2024 Jilid II</i> Workshop Citilink Business Plan 2020-2024 Volume II	5 Agustus 2020 August 5, 2020	PT Citilink Indonesia

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Date/Place	Penyelenggara Organizer
Adita Irawati Komisaris Commissioner	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/Workshop	<i>Workshop Citilink Business Plan 2020-2024 Jilid III</i> Workshop Citilink Business Plan 2020-2024 Volume III	13 Agustus 2020 August 13, 2020	PT Citilink Indonesia
Hasan M. Soedjono Komisaris Commissioner	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/Workshop	<i>Workshop Citilink Business Plan 2020-2024 Jilid I</i> Workshop Citilink Business Plan 2020-2024 Volume I	28 Juli 2020 July 28, 2020	PT Citilink Indonesia bersama <i>shareholders</i> PT Citilink Indonesia and shareholders
		<i>Workshop Citilink Business Plan 2020-2024 Jilid II</i> Workshop Citilink Business Plan 2020-2024 Volume II	5 Agustus 2020 August 5, 2020	PT Citilink Indonesia
		<i>Workshop Citilink Business Plan 2020-2024 Jilid III</i> Workshop Citilink Business Plan 2020-2024 Volume III	13 Agustus 2020 August 13, 2020	PT Citilink Indonesia
Direksi / The Board of Directors				
Juliandra Direktur Utama President & CEO	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/Workshop	<i>Workshop Citilink Business Plan 2020-2024 Jilid I</i> Workshop Citilink Business Plan 2020-2024 Volume I	28 Juli 2020 July 28, 2020	PT Citilink Indonesia bersama <i>shareholders</i> PT Citilink Indonesia and shareholders
		<i>Workshop Citilink Business Plan 2020-2024 Jilid II</i> Workshop Citilink Business Plan 2020-2024 Volume II	5 Agustus 2020 August 5, 2020	PT Citilink Indonesia
		<i>Workshop Citilink Business Plan 2020-2024 Jilid III</i> Workshop Citilink Business Plan 2020-2024 Volume III	13 Agustus 2020 August 13, 2020	PT Citilink Indonesia
		Transportasi Untuk Merajut Keberagaman Transportation To Knit Diversity	Media <i>online</i> 14 Agustus 2020 Online Media August 14, 2020	Kementerian Perhubungan RI Ministry of Transportation
		<i>Webinar Sosialisasi Pencegahan Bahaya Narkoba melalui Kampanye #hidup100persen</i> Webinar on Socialization of the Drug Danger Prevention through the #hidup100persen Campaign	Media <i>online</i> 22 September 2020 Online Media September 22, 2020	Badan Narkotika Nasional (BNN) RI Indonesian National Narcotics Agency (BNN) RI
Ester Siahaan Direktur Keuangan Chief Financial Officer	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/Workshop	<i>Workshop Citilink Business Plan 2020-2024 Jilid I</i> Workshop Citilink Business Plan 2020-2024 Volume I	28 Juli 2020 July 28, 2020	PT Citilink Indonesia bersama <i>shareholders</i> PT Citilink Indonesia and shareholders
		<i>Workshop Citilink Business Plan 2020-2024 Jilid II</i> Workshop Citilink Business Plan 2020-2024 Volume II	5 Agustus 2020 August 5, 2020	PT Citilink Indonesia

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Date/Place	Penyelenggara Organizer
Ester Siahaan Direktur Keuangan Chief Financial Officer	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/Workshop	<i>Workshop Citilink Business Plan 2020-2024 Jilid III</i> Workshop Citilink Business Plan 2020-2024 Volume III	13 Agustus 2020 August 13, 2020	PT Citilink Indonesia
		<i>Supergreeners Meet & Talk "Adopting Agile Mindset in Times of Crisis"</i>	Media online 18 Agustus 2020 Online Media August 18, 2020	PT Citilink Indonesia bersama Ibu Adita Irawati selaku <i>Special Advisory Staff and Spokesperson of Minister of Transportation</i> sekaligus sebagai Komisaris PT Citilink Indonesia PT Citilink Indonesia and Mrs. Adita Irawati as Special Advisory Staff and Spokesperson of Minister of Transportation and as the Commissioner of PT Citilink Indonesia as well
Benny Rustanto Direktur Niaga Chief Commercial Officer	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/Workshop	<i>Workshop Citilink Business Plan 2020-2024 Jilid I</i> Workshop Citilink Business Plan 2020-2024 Volume I	28 Juli 2020 July 28, 2020	PT Citilink Indonesia bersama <i>shareholders</i> PT Citilink Indonesia and shareholders
		<i>Workshop Citilink Business Plan 2020-2024 Jilid II</i> Workshop Citilink Business Plan 2020-2024 Volume II	5 Agustus 2020 August 5, 2020	PT Citilink Indonesia
		<i>Workshop Citilink Business Plan 2020-2024 Jilid III</i> Workshop Citilink Business Plan 2020-2024 Volume III	13 Agustus 2020 August 13, 2020	PT Citilink Indonesia
		<i>Supergreeners Meet & Talk "Adopting Agile Mindset in Times of Crisis"</i>	Media online 18 Agustus 2020 Online Media August 18, 2020	PT Citilink Indonesia bersama Ibu Adita Irawati selaku <i>Special Advisory Staff and Spokesperson of Minister of Transportation</i> sekaligus sebagai Komisaris PT Citilink Indonesia PT Citilink Indonesia and Mrs. Adita Irawati as Special Advisory Staff and Spokesperson of Minister of Transportation and as the Commissioner of PT Citilink Indonesia as well
Erlangga Sakti Direktur Operasi Chief Operations Officer	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/Workshop	<i>Workshop Citilink Business Plan 2020-2024 Jilid I</i> Workshop Citilink Business Plan 2020-2024 Volume I	28 Juli 2020 July 28, 2020	PT Citilink Indonesia bersama <i>shareholders</i> PT Citilink Indonesia and shareholders

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Date/Place	Penyelenggara Organizer
Erlangga Sakti Direktur Operasi Chief Operations Officer	Sosialisasi/Seminar/ <i>Workshop</i> Socialization/ Seminar/Workshop	<i>Workshop Citilink Business Plan 2020-2024 Jilid II</i> Workshop Citilink Business Plan 2020-2024 Volume II	5 Agustus 2020 August 5, 2020	PT Citilink Indonesia
		<i>Workshop Citilink Business Plan 2020-2024 Jilid III</i> Workshop Citilink Business Plan 2020-2024 Volume III	13 Agustus 2020 August 13, 2020	PT Citilink Indonesia
		Transportasi Untuk Merajut Keberagaman Transportation for Embracing Diversity	Media <i>Online</i> 14 Agustus 2020 Online Media August 14, 2020	Kementerian Perhubungan RI Ministry of Transportation RI
		<i>Webinar Sosialisasi Pencegahan Bahaya Narkoba melalui Kampanye #hidup100persen</i> Webinar on Socialization of the Drug Danger Prevention through the #hidup100persen Campaign	Media <i>Online</i> 22 September 2020 Online Media September 22, 2020	Badan Narkotika Nasional (BNN) RI Indonesian National Narcotics Agency (BNN) RI
Sekretaris Perusahaan / Corporate Secretary				
Resty Kusandarina VP Corporate Secretary & CSR	Sosialisasi/ Seminar/ <i>Workshop</i> Socialization/ Seminar/Workshop	<i>ICSA Tema Risk Management for Corporate Secretary</i>	Media <i>Online</i> 23 Juli 2020 Online Media July 23, 2020	Indonesia Corporate Secretary Association (ICSA)
		<i>Workshop Citilink Business Plan 2020-2024 Jilid I</i> Workshop Citilink Business Plan 2020-2024 Volume I	28 Juli 2020 July 28, 2020	PT Citilink Indonesia bersama <i>shareholders</i> PT Citilink Indonesia and shareholders
		<i>Workshop Citilink Business Plan 2020-2024 Jilid II</i> Workshop Citilink Business Plan 2020-2024 Volume II	5 Agustus 2020 August 5, 2020	PT Citilink Indonesia
		<i>Workshop Citilink Business Plan 2020-2024 Jilid III</i> Workshop Citilink Business Plan 2020-2024 Volume III	13 Agustus 2020 August 13, 2020	PT Citilink Indonesia
		<i>Webinar Sosialisasi Pencegahan Bahaya Narkoba melalui Kampanye #hidup100persen</i> Webinar on Socialization of the Drug Danger Prevention through the #hidup100persen Campaign	Media <i>Online</i> 22 September 2020 Online Media September 22, 2020	Badan Narkotika Nasional (BNN) RI Indonesian National Narcotics Agency (BNN) RI

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Date/Place	Penyelenggara Organizer
Audit Internal / Internal Audit Unit				
Wiwik Widyastatin	<i>Virtual Hands-On Investigation & Threat Hunting Workshop</i>	Pendeteksian dini ancaman yang timbul dalam sebuah organisasi dengan menggunakan sistem dan <i>machine learning</i> Early detection of threats that arise within an organization using the system and machine learning	<i>Workshop Daring</i> 23 Juli 2020 Online Workshop July 23, 2020	Palo Alto Networks
Wiwik Widyastatin	Sitecore DX Asia	Pergeseran strategi <i>Marketing</i> di era <i>Digital</i> Marketing Strategy Shift in the Digital Era	<i>Workshop Daring</i> 8 Oktober 2020 Online Workshop October 8, 2020	The MarTech Series
Sofyan Irawan	<i>Virtual Hands-On Investigation & Threat Hunting Workshop</i>	Pendeteksian dini ancaman yang timbul dalam sebuah organisasi dengan menggunakan sistem dan <i>machine learning</i> Early detection of threats that arise within an organization using the system and machine learning	<i>Workshop Daring</i> 23 Juli 2020 Online Workshop July 23, 2020	Palo Alto Networks
Sofyan Irawan	Sitecore DX Asia	Pergeseran strategi <i>Marketing</i> di era <i>Digital</i> Marketing Strategy Shift in the Digital Era	<i>Workshop Daring</i> 8 Oktober 2020 Online Workshop, October 8, 2020	The MarTech Series
Agata Rangga Pamungkas	<i>Internal Quality Audit</i>	Prosedur dan Prinsip <i>Quality Audit</i> Procedure and Principles of Quality Audit	Pelatihan Daring 2-5 November 2020 Online Training November 2-5, 2020	Garuda Indonesia Training Center (GITC)
Dirk Boden Powell Barus	<i>Internal Quality Audit</i>	Prosedur dan Prinsip <i>Quality Audit</i> Procedure and Principles of Quality Audit	Pelatihan Daring 2-5 November 2020 Online Training November 2-5, 2020	Garuda Indonesia Training Center (GITC)



ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis



04

TINJAUAN PEREKONOMIAN DAN INDUSTRI

Economic and Industrial Overview

TINJAUAN PEREKONOMIAN

Pertumbuhan Ekonomi 2020

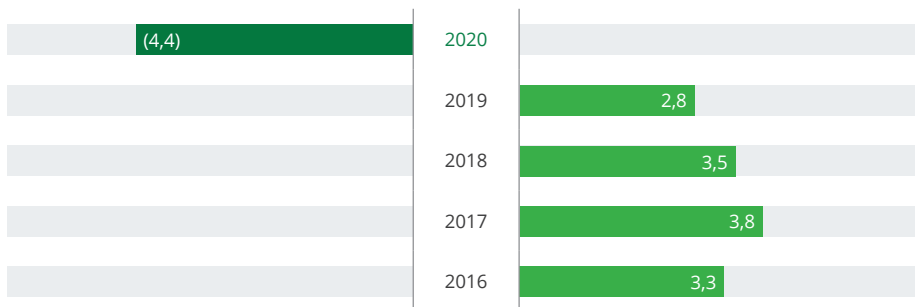
Pertumbuhan ekonomi global di tahun 2020 menunjukkan penurunan yang signifikan dibandingkan dengan beberapa tahun sebelumnya, di mana pertumbuhan GDP global tahun 2020 sebesar -4,4%. Kondisi pandemi yang terjadi pada tahun 2020 di dunia, menyebabkan pembatasan mobilitas masyarakat dan aktivitas ekonomi dalam pencegahan penyebaran COVID-19 yang berdampak pada penurunan ekonomi global pada tahun 2020.

ECONOMIC OVERVIEW

Economic Growth in 2020

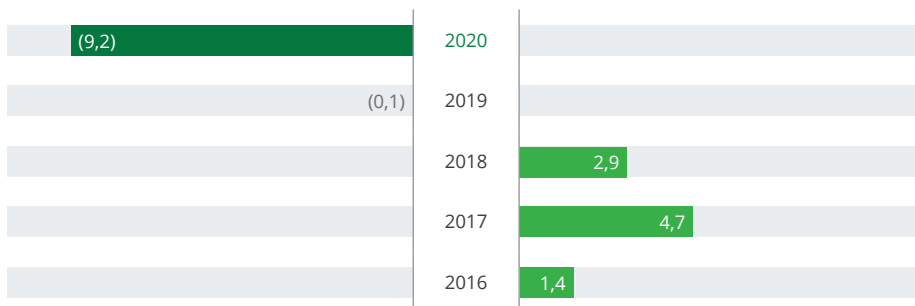
The global economic growth in 2020 showed a significant decline compared to several previous years, to -4.4%. The COVID-19 pandemic that occurred in 2020 across the world caused restrictions on the people's mobility and economic activity in preventing the spread of the virus which had an impact on the global economic downturn in 2020.

Pertumbuhan GDP Global (%) 2016 – 2020
Global GDP Growth (%) 2016 – 2020



Sumber: IMF, Real GDP Growth – Jan 2021
Source: MF, Real GDP Growth – Jan 2021

Global Merchandise Trade Volume (Average of Export and Import) 2016 – 2020
Global Merchandise Trade Volume (Average of Export and Import) 2016 – 2020



Global Merchandise Trade Volume (Average of Export and Import)

Sumber: WTO Secretariat for trade, consensus estimates for GDP – October 2020
Source: WTO Secretariat for trade, consensus estimates for GDP – October 2020

Penurunan ekonomi dunia yang terjadi ditunjukkan oleh penurunan volume perdagangan, di mana di tahun 2019 sebesar -0,1% dan di tahun 2020 sebesar -9,2% sebagai dampak dari pandemi COVID-19 yang terjadi sejak kuartal 4 tahun 2019. Sementara itu, Kementerian Keuangan juga melakukan revisi atas proyeksi pertumbuhan ekonomi nasional 2020 di kuartal 4 tahun ini menjadi sebesar -1,1% hingga 0,2%, dari sebelumnya 5,6% pada RAPBN 2020. Hal ini terjadi dikarenakan resesi pada kuartal 3 dan 4 tahun 2020 di Indonesia.

Sedangkan dari sisi realisasi inflasi 2020, realisasi inflasi sesuai dengan target RAPBN sebelumnya sebesar 3,6% (YoY). Hal tersebut menunjukkan masih adanya daya beli masyarakat yang cukup baik selama masa pandemi tahun 2020. Menurut hasil analisa yang dilakukan IMF, Indonesia memiliki tingkat pertumbuhan yang relatif stabil dibandingkan negara-negara lain di Asia. Data pertumbuhan GDP di Asia dan ASEAN tahun 2020 menunjukkan penurunan GDP menjadi sebesar -2,2% dan -3,4%, di mana penurunan ini lebih baik dibandingkan regional lainnya di Asia Pasifik.

The decline in the world economy was also shown by a decrease in the trade volume, from -0.1% in to -9.2% in 2020. This drop is the impact of the COVID-19 pandemic that started in the 4th quarter of 2019. Meanwhile, the Ministry of Finance also revised the 2020 national economic growth projection in the 4th quarter to between -1.1% and 0.2%, from previously 5.6% in the 2020 state budget plan (RAPBN). This was done due to the recession in the 3rd and 4th quarters of 2020 in Indonesia.

Meanwhile, in terms of the realization of inflation in 2020, it was in accordance with the previous RAPBN target of 3.6% (YoY). This shows that the people's purchasing power was still quite good during the 2020 pandemic. According to the analysis conducted by the IMF, Indonesia has a relatively stable growth rate compared to other countries in Asia. The GDP growth data in Asia and ASEAN in 2020 showed a decline to -2.2% and -3.4%, which is better than other regions in Asia Pacific.



Sumber: IMF Data "Asia Pacific Economic Outlook", Oct 2020
Source: IMF Data "Asia Pacific Economic Outlook", Oct 2020

Harga Avtur 2020

Harga avtur per liter rata-rata sepanjang tahun 2020 adalah sebesar USCent 42,0 per liter, atau 66% dari proyeksi RKAP 2020 sebesar USCent 64,0 per liter.

Tren harga bahan bakar jet sepanjang 2020 mengalami penurunan disebabkan penyebaran virus COVID-19 yang menimbulkan turunnya mobilitas masyarakat dan lesunya perekonomian yang berdampak pada lemahnya permintaan minyak dunia. Namun hal ini tidak dapat dimanfaatkan secara optimal, dikarenakan penurunan harga minyak sejalan dengan lemahnya permintaan dan stabilitas ekonomi dunia. Sesuai dengan data yang dikutip dari EIA, penurunan yang signifikan terjadi pada tahun 2020, namun diproyeksikan akan kembali naik pada tahun 2021.

Aviation Fuel Prices in 2020

The average price of aviation fuel throughout 2020 was USCent 42.0 per liter, or 66% of the projected 2020 RKAP of USCent 64.0 per liter.

The trend of jet fuel price throughout 2020 was descending. This was due to the COVID-19 pandemic which has a significant impact on the decline in people's mobility and the sluggish economy so that it caused the weak demand for oil. The low price of jet fuel did not help much, given the demand and economic condition were also weak. According to the data from EIA, the aviation fuel price is estimated to rise again in 2021.

WTI Crude Oil and Brent Crude Oil 2018 – 2021
WTI Crude Oil and Brent Crude Oil 2018 – 2021

 <small>Independent Statistics & Analysis</small> U.S. Energy Information Administration	2018	2019	2020	2021
WTI Crude Oil³ (Dollars per barrel)	65,07	56,99	38,99	45,78
Brent Crude Oil (Dollars per barrel)	71,21	64,34	41,43	48,53

Sumber: EIA *Short-Term Energy Outlook – December 2020*
Sumber: EIA *Short-Term Energy Outlook – December 2020*

TINJAUAN INDUSTRI

Perkembangan Industri Penerbangan Nasional 2020

Selama tahun 2020, Indonesia terdampak pandemi COVID-19 sejak Maret 2020 dan menerapkan pembatasan dalam rangka pencegahan penyebaran sehingga menyebabkan penurunan mobilitas penumpang dan ekonomi. Sementara itu, permintaan kargo meningkat dikarenakan pertumbuhan penjualan *e-commerce* serta penurunan kapasitas *cargo belly* pada penerbangan *regular*.

Penyebaran COVID-19 telah menjangkau seluruh wilayah provinsi di Indonesia dengan jumlah kasus dan jumlah kematian yang semakin meningkat. Pemerintah Indonesia telah menetapkan Keputusan Presiden Nomor 11 Tahun 2020 tentang Penetapan Kedaruratan Kesehatan

INDUSTRIAL OVERVIEW

The Development of National Aviation Industry in 2020

During 2020, Indonesia was affected by the COVID-19 pandemic. Since March 2020, the Government has implemented restrictions on the community's activities as an effort to prevent the spread of COVID-19, resulting in a decrease in passenger number and the economy. However, the demand for cargo throughout 2020 has increased due to the increasing growth of *e-commerce* sales and decreasing cargo belly capacity on regular flights.

The spread of COVID-19 has reached all provinces in Indonesia with an increasing number of cases. Therefore the Indonesian Government then issued the Presidential Decree No. 11 of 2020 concerning the Determination of Public Health Emergency Due to the Corona Virus Disease

Masyarakat Corona Virus Disease 2019 (COVID-19) karena dampak penyebaran virus yang telah mempengaruhi aspek politik, ekonomi, sosial, budaya, pertahanan dan keamanan, serta kesejahteraan masyarakat di Indonesia. Pemerintah menghadapi tantangan yang berat, menekan laju penyebaran serta melakukan penanganan pada kasus COVID-19 yang cukup tinggi dan tersebar di Indonesia.

Dalam rangka pencegahan penyebaran pandemi COVID-19, Pemerintah Indonesia menerapkan berbagai langkah kesehatan masyarakat termasuk Pembatasan Sosial Berskala Besar (PSBB) sesuai Peraturan Menteri Kesehatan Nomor 9 Tahun 2020 tentang Pedoman Pembatasan Sosial Berskala Besar (PSBB) dalam Rangka Percepatan Penanganan Corona Virus Disease 2019 (COVID-19), yang mengatur penutupan sekolah dan bisnis, pembatasan perpindahan atau mobilisasi penduduk, dan pembatasan perjalanan internasional.

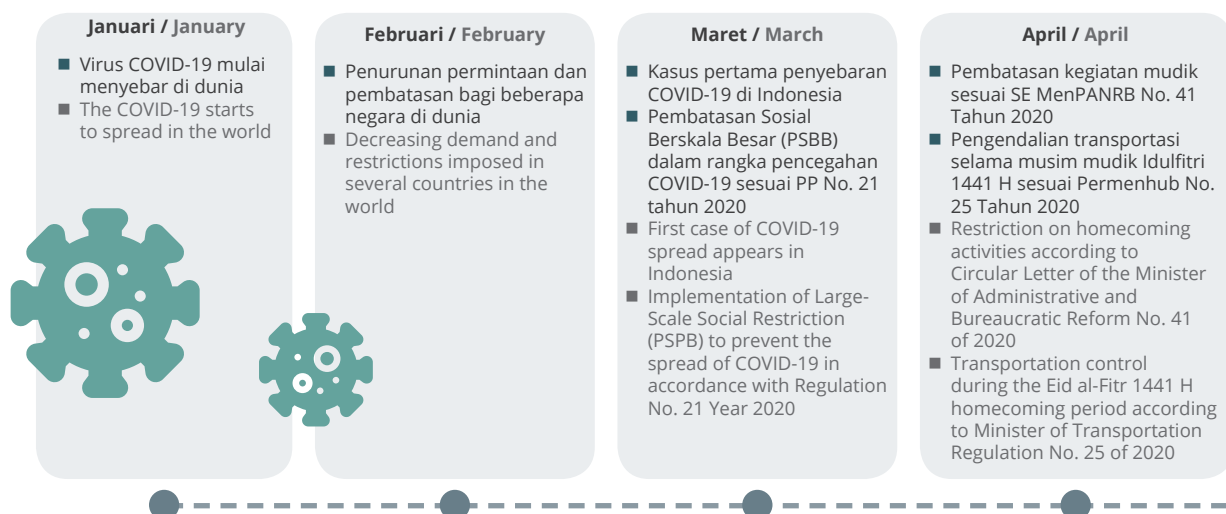
Pengendalian transportasi berdampak pada industri penerbangan, di mana beberapa kebijakan mengatur tentang penerapan protokol kesehatan, pembatasan perjalanan dan kapasitas pada setiap penerbangan. Hal tersebut memberikan dampak pada kinerja perusahaan serta pasar di Indonesia dari sisi penerbangan penumpang hingga penerbangan kargo.

2019 (COVID-19) since the spread of the virus had been affecting the political, economic, social, cultural, defense and security aspects, as well as the welfare of the people in Indonesia. The government faced formidable challenges, especially in suppressing the rate of spread and in handling the increasing COVID-19 cases, which were quite high across Indonesia.

In its efforts to prevent the spread of COVID-19, the Government of Indonesia has implemented various public health measures including the lockdown by issuing the Regulation of Minister of Health Number 9 of 2020 regarding the Guidelines for Large-Scale Social Restrictions in the Context of Accelerating the Handling of Corona Virus Disease 2019 (COVID-19), which regulates the closure of schools and businesses, the restriction on movement or mobility of people, as well as restriction on international traveling.

Such a control of course has a major impact on the transportation business, especially the aviation industry, where several policies regulate the application of health protocols, travel restrictions, and capacity on each flight. This also has an impact on the Company's performance as well as the market in Indonesia in terms of passenger flights and cargo flights.

Kilas Balik Peristiwa dan Kebijakan Penerbangan tahun 2020
Events Flashback and Flight Policy in 2020



Mei / May

- Perpanjangan pengendalian transportasi selama masa mudik Idulfitri 1441 H dalam rangka pencegahan penyebaran COVID-19 sesuai Kepmenhub KM No. 11 Tahun 2020
- Pengoperasian kembali penerbangan reguler sesuai SE 31 Tahun 2020
- Extension of transportation control during the Eid al-Fitr 1441H homecoming period in order to prevent the spread of COVID-19 according to Minister of Transportation Decree No. 11 of 2020
- Reoperation of regular flights according to Circular Letter No. 31 of 2020

Juni / June

- Pembatasan 70% kapasitas operasional transportasi udara dalam masa kegiatan masyarakat produktif dan aman dari COVID-19 sesuai dengan SE Menhub 13/2020
- SE Gugus Tugas No. 7/2020 menyatakan bahwa PCR atau hasil *Rapid Test* berlaku sampai dengan 3 hari pada beberapa wilayah
- Restriction of 70% of air transportation operational capacity during the activities period of productive and safe community life against COVID-19 according to Circular Letter of the Ministry of Transportation No. 13 of 2020
- Circular Letter of the Task Force No. 7/2020 stated that PCR or *Rapid Test* results are valid for up to 3 days in some areas

Juli / July

- Pembatasan jamaah haji tahun 2020
- Pemberlakuan PSBB transisi
- SE 9 Gugus Tugas/2020 hasil *rapid test* berlaku sampai 14 hari
- Restriction on Hajj pilgrims in 2020
- Implementation of PSBB transition
- Circular Letter of the Task Force No. 9/2020 *Rapid Test* results are valid for up to 14 days

Agustus / August

- Total kasus di Indonesia mencapai angka 100.000 kasus
- Total cases in Indonesia reaches the record of 100,000



Desember / December

- Wajib melakukan *Rapid Test Antigen* untuk keluar dan masuk wilayah di luar Bali sesuai instruksi Gubernur Nomor 64 Tahun 2020
- Wajib PCR bagi pendatang menuju Bali sesuai Surat Edaran (SE) Gubernur Bali Nomor 2021 Tahun 2020
- Mandatory to get Antigen *Rapid Test* to enter and exit Bali according to the Governor's Instructions No. 64 of 2020
- Mandatory to get PCR for travelers to Bali according to the Circular Letter of Bali Governor No. 2021 of 2020

November / November

- Penerbangan umroh kembali dibuka
- Indonesia resmi masuk jurang resesi
- Umrah flights re-open
- Indonesia officially enters recession



Oktober / October

- Penghapusan PSC di 5 bandara AP 2
- Peningkatan permintaan seiring dengan libur panjang tanggal 29 Oktober - 1 November 2020
- The removal of public service commission at 5 airports operated by AP2
- Increased demand due to the long holiday of 29 October - 1 November 2020

September / September

- 59 negara melarang Warga Negara Indonesia untuk masuk ke negaranya
- Jakarta kembali memberlakukan PSBB total sesuai dengan Pergub Nomor 88 tahun 2020
- Korban jiwa akibat wabah COVID-19 mencapai 10.000 jiwa
- 59 Countries forbid Indonesians to enter their countries
- Jakarta again implements total PSPB according to Governor Regulation No. 88 of 2020
- The death toll from COVID-19 reaches 10,000 people

Penumpang 2020

Berdasarkan data proyeksi internal Perusahaan sampai dengan akhir 2020, Indonesia diprediksi mengalami penurunan jumlah penumpang, di mana jumlah penumpang angkutan udara domestik selama periode 2020 mengalami penurunan sebesar 76,14 juta orang atau turun 26,4% dibanding periode yang sama tahun lalu, di mana jumlah penumpang tercatat sebesar 103,42 juta orang.

Secara tren bulanan, data BPS selama periode Januari 2020 sampai dengan November 2020 di lima bandara besar di Indonesia menunjukkan jumlah penumpang di tahun 2020 secara rata-rata turun dibandingkan tahun 2019 sebesar -55,1%.

Penurunan yang terjadi pada 5 bandara besar tersebut dapat menggambarkan kondisi penerbangan di Indonesia secara umum selama tahun 2020. Adapun penurunan

Passengers in 2020

Based on the Company's internal projection data, until the end of 2020 Indonesia was predicted to experience a decrease in the number of domestic air transport passengers by 76.14 million people or 26.4% compared to the same period of the previous year, where the number of passengers was recorded at 103.42 million people.

On a monthly basis, the data from Statistics Indonesia (BPS) shows that during the period of January 2020 to November 2020 the average number of passengers decreased by -55.1% compared to the same period of 2019 at five major airports in Indonesia.

The decline experienced by the 5 major airports illustrates the climate and flight business conditions in Indonesia in general during 2020. In early 2020 when the first case of

jumlah penumpang yang terjadi semenjak kasus penyebaran COVID-19 pertama kali masuk ke Indonesia di awal tahun 2020, rata-rata penurunan per bulannya sebesar 85,4%. Jumlah penumpang Indonesia tersebut mulai kembali bangkit di bulan Juni 2020 dengan rata-rata pertumbuhan sebesar 22,6% setiap bulan hingga November 2020.

Penerbangan internasional terlihat lebih terdampak, terlihat dari data 4 bandara besar di Indonesia yang mengalami penurunan jumlah penumpang internasional dengan rata-rata sebesar -80,1%. Pembatasan penerbangan oleh berbagai negara berdampak pada penurunan penumpang, dikarenakan penurunan permintaan serta pembatasan produksi dan kapasitas pada rute yang diterbangi. Hal ini memberikan dampak kinerja yang buruk bagi industri maskapai penerbangan di Indonesia. Diperkirakan kondisi ini masih akan terjadi di tahun 2021, namun kembali pulih secara bertahap hingga akhir 2021.

COVID-19 appeared in Indonesia, the average decrease per month reached 85.4%. This condition gradually recovered and after June 2020 the number of passengers started to grow again by 22.6% on average every month until November 2020.

The international flights seem to be worsened, as seen from the data of 4 major airports in Indonesia which experienced a decrease in the number of international passengers by -80.1% on average. The flight restrictions by various countries have resulted in a decrease in passengers, leading to the weak demand as well as low production and occupancy on the routes flown by an airline. This also has an impact on the poor performance of the aviation industry in Indonesia. It is estimated that this condition will still occur in 2021 and will gradually recover until the end of 2021.

Jumlah Penumpang Pesawat di Bandara Utama (Orang)
Number of Flight Passengers at Major Airports (person)

Bandara Utama Major Airport	Domestik Domestic			Internasional International		
	YTD Nov 2019	YTD Nov 2020	Perubahan YTD Nov 2019 vs YTD Nov 2020 Change YTD Nov 2019 vs YTD Nov 2020	YTD Nov 2019	YTD Nov 2020	Perubahan YTD Nov 2019 vs YTD Nov 2020 Change YTD Nov 2019 vs YTD Nov 2020
Kualanamu, Medan	2.410.021	1.179.708	(51,05%)	987.862	187.930	(80,98%)
Soekarno Hatta, Cengkareng	17.394.970	7.688.379	(55,80%)	7.131.212	1.461.592	(79,50%)
Juanda, Surabaya	5.714.590	2.502.699	(56,21%)	1.064.558	198.276	(81,37%)
Ngurah Rai, Denpasar	4.505.345	1.586.239	(64,79%)	6.380.543	1.354.519	(78,77%)
Hasanudin, Surabaya	3.061.868	1.603.209	(47,64%)	-	-	0,00%

Sumber: BPS Update Januari 2021
Source: BPS Update January 2021

Kargo 2020

Pada tahun 2020, kondisi angkutan kargo dinilai lebih baik dibandingkan dengan jumlah angkutan penumpang. Hal tersebut terlihat pada data BPS di 5 bandara utama Indonesia, angkutan domestik rata-rata hanya mengalami penurunan sebesar -11,0% dari Januari hingga November 2020, sementara penurunan angkutan kargo internasional pada 4 bandara utama di Indonesia pada angka -44,6%. Hal ini disebabkan oleh penurunan mobilitas masyarakat yang mendorong pemenuhan kebutuhan melalui jalur angkutan kargo.

Cargo in 2020

In 2020, the condition of cargo transportation is considered better than the passenger transportation. This can be seen in the BPS data at 5 major Indonesian airports, the domestic cargo transportation only decreased by -11.0% on average from January to November 2020. Meanwhile, the decline in international cargo transportation at 4 major airports in Indonesia was -44.6%. The decrease in people's mobility has encouraged the aviation companies to cover it with cargo transportation.

Peningkatan penjualan *E-commerce* dan distribusi alat kesehatan ke seluruh Indonesia oleh Pemerintah memberikan kontribusi yang besar bagi pertumbuhan kargo di tahun 2020. Namun di sisi lain, terdapat penurunan kapasitas produksi penerbangan regular penumpang, pengangkutan kargo dilakukan melalui kargo belly pada penerbangan regular. Untuk memanfaatkan peluang bisnis kargo tersebut, Perusahaan memenuhi permintaan angkutan kargo melalui konversi pesawat penumpang menjadi pesawat kargo (*freighter* B737-500) serta angkutan kargo dalam kabin selama masa pandemi. Angkutan kargo tersebut memberikan kontribusi yang besar bagi pendapatan bisnis Perusahaan di tahun 2020.

The increase in E-commerce sales and distribution of medical devices across Indonesia by the Government contributed greatly to the growth of cargo transportation in 2020. But on the other hand, there was a decrease in the production capacity, since the cargo transportation was carried out through the cargo belly on regular passenger flights. To take advantage of the cargo business opportunity, the Company fulfilled the demand for cargo transportation through the conversion of passenger aircraft into freighter (B737-500) as well as in-cabin cargo transportation during the pandemic. The cargo transportation contributed greatly to the business revenue that the Company managed to achieve during 2020.

Jumlah Barang yang Dimuat di Bandara Utama (Ton)
Total Cargo Transported at Major Airports (Ton)

Bandara Utama Major Airport	Domestik Domestic			Internasional International		
	YTD Nov 2019	YTD Nov 2020	Perubahan YTD Nov 2019 vs YTD Nov 2020 Change YTD Nov 2019 vs YTD Nov 2020	YTD Nov 2019	YTD Nov 2020	Perubahan YTD Nov 2019 vs YTD Nov 2020 Change YTD Nov 2019 vs YTD Nov 2020
Kualanamu, Medan	15.642	15.619	(0,15%)	5.174	2.688	(48,05%)
Soekarno Hatta, Cengkareng	142.115	136.722	(3,79%)	135.637	112.340	(17,18%)
Juanda, Surabaya	35.635	32.375	(9,15%)	12.943	6.472	(50,00%)
Ngurah Rai, Denpasar	22.839	10.956	(52,03%)	39.815	14.576	(63,39%)
Hasanudin, Surabaya	20.230	22.258	10,02%	-	-	0,00%

Sumber: BPS Update Januari 2021
Source: BPS Update January 2021

Perkembangan Pasar dalam Rute-rute Berjadwal Citilink 2020

Penurunan jumlah penumpang dan kapasitas pada tahun 2020 terjadi seiring dengan peningkatan penyebaran virus COVID-19 yang menyebabkan penurunan permintaan pada industri penerbangan nasional.

Pembatasan pergerakan manusia dan wilayah berdampak kepada penurunan permintaan, dimana Citilink menjadi salah satu operator yang terdampak. Menurut data yang berasal dari bandara-bandara Angkasa Pura I, Angkasa Pura II, Unit Pelaksana Teknis bandara Kementerian Perhubungan dan laporan internal, jumlah penumpang pada rute-rute berjadwal yang dilayani Citilink sampai

Market Developments in Citilink's 2020 Scheduled Flights

The decline in the number of passengers and capacity in 2020 occurred in line with the increase in the spread of the COVID-19 virus which caused a decrease in demand for the national aviation industry.

The restrictions on the movement of people and areas have an impact on decreasing demand, where Citilink is one of the affected operators. According to data from the airport operators Angkasa Pura I, Angkasa Pura II, the Airport Technical Implementation Unit of the Ministry of Transportation and internal reports, the number of passengers on scheduled routes which are also served by

dengan kuartal III tahun 2020 menurun -55,3% menjadi 3,8 juta penumpang dibandingkan dengan pencapaian kuartal III di tahun 2019 sebesar 8,6 juta penumpang. Jumlah penumpang pada rute-rute terkoneksi Jakarta (melalui bandara Cengkareng dan Halim Perdanakusuma) turun sebesar 55,1% sedangkan jumlah penumpang pada rute-rute selain Jakarta tercatat turun sebesar 51,6%.

Penurunan jumlah penumpang diantisipasi Perusahaan melalui penyesuaian kapasitas produksi. Selama tahun 2020, kapasitas kursi yang tersedia turun sebesar 34% menjadi 7,5 juta kursi. Hal ini disebabkan oleh kebijakan pembatasan penerbangan dari Pemerintah sesuai dengan SE Menhub Nomor 13 Tahun 2020 yang mengakibatkan tingkat isian penumpang turun menjadi 70%.

Citilink terus berupaya mempertahankan kinerja di tengah kondisi pandemi COVID-19 sehingga penurunan jumlah penumpang tidak serendah penurunan rata-rata industri. Selama tahun 2020, Citilink mampu meningkatkan pangsa pasar pada rute-rute yang diterbangi.

Tren Bulanan

Tren jumlah penumpang dan kapasitas kursi bulanan sepanjang periode Januari hingga Maret 2020 menunjukkan perlambatan dikarenakan penyebaran COVID-19 yang telah mencapai kawasan Asia, dan mengalami penurunan yang tajam pada bulan April dan Mei karena kasus virus COVID-19 yang telah masuk ke Indonesia di akhir bulan Maret 2020. Bulan Mei dan April merupakan titik terendah bagi kinerja Perusahaan sebagai akibat dari kebijakan dan arahan Pemerintah terkait pembatasan aktivitas masyarakat guna mencegah penyebaran virus COVID-19 di Indonesia, sehingga menyebabkan pergerakan jumlah penumpang penerbangan cenderung menurun.

Tren peningkatan jumlah penumpang mulai pulih pada bulan Juni seiring dengan pelonggaran aturan penerbangan serta tingkat kepercayaan masyarakat yang kembali pulih di masa pandemi COVID-19. Pada kuartal akhir tahun 2020 Citilink mengoptimalkan produksi dengan membuka beberapa rute baru pada penerbangan *turboprop* serta pengoperasian kembali rute-rute yang sebelumnya ditutup sebagai salah satu usaha peningkatan pendapatan bisnis Perusahaan selama masa pandemi di tahun 2020.

Citilink until the third quarter of 2020 decreased -55.3% to 3.8 million compared to the achievement in the third quarter of 2019 of 8.6 million passengers. The number of passengers on routes connected to Jakarta (via Cengkareng and Halim Perdanakusuma airports) decreased by 55.1%, while the number of passengers on the routes connected to other than Jakarta recorded a decline of 51.6%.

The decrease in the number of passengers is anticipated by the Company through adjustment of production capacity. During 2020, the available seat capacity decreased by 34% to 7.5 million seats. This is due to the flight restriction policy from the Government in accordance with the Minister of Transportation's Decree Number 13 of 2020 which resulted in the passenger load factor dropping to 70%.

Citilink continues to strive to maintain performance in the midst of the COVID-19 pandemic so that the decline in the number of passengers is not as low as the decline in the industry on average. In 2020, Citilink was able to increase its market share on the routes it served.

Monthly Trend

The monthly trend in the number of passengers and seat capacity throughout the period of January to March 2020 showed a slowdown due to the COVID-19 which started to spread in the Asian region, and experienced a sharp decline in April and May after the COVID-19 virus had entered Indonesia at the end of March 2020. The months of May and April were the lowest points for the Company's performance as a result of the Government's policies and directives regarding restrictions on the people's activities to prevent the spread of the COVID-19 in Indonesia, leading to the drop of the number of flight passengers.

The slump condition began to recover in June in line with the easing of flight rules and the level of public confidence that arose again amid the COVID-19 pandemic. In the final quarter of 2020 Citilink optimized the production by opening several new routes for turboprop flights and re-operating previously closed routes as an effort to increase the Company's business revenue during the 2020 pandemic.

Kapasitas, Jumlah Penumpang dan Seat Load Factor Seluruh Operator dalam Rute-rute Berjadwal Citilink -12 Bulan 2020
Capacity, Number of Passengers and Seat Load Factor of All Operators in the Routes that Citilink also Serves with Scheduled Flights -12 Months of 2020

	FY 2019	FY 2020e	Perubahan Change
Kapasitas Kursi Yang Tersedia (Juta) / Seat Capacity (million)			
Rute-rute terkoneksi Jakarta / Routes Connected to Jakarta	10.257.201	5.921.003	(42,27%)
Rute-rute selain Jakarta / Routes Connected to Outside Jakarta	5.821.702	3.278.036	(43,69%)
Jumlah / Total	16.078.903	9.199.039	(42,79%)
Jumlah Penumpang (Juta Orang) / Number of Passengers (million person)			
Rute-rute terkoneksi Jakarta / Routes Connected to Jakarta	8.159.602	3.659.519	(55,15%)
Rute-rute selain Jakarta / Routes Connected to Outside Jakarta	4.256.078	2.057.521	(51,66%)
Jumlah / Total	12.415.680	5.717.040	(53,95%)
Tingkat Isian Penumpang / Seat Load Factor			
Rute-rute terkoneksi Jakarta / Routes Connected to Jakarta	79,55%	61,81%	(17,74 pp)
Rute-rute selain Jakarta / Routes Connected to Outside Jakarta	73,11%	62,77%	(10,34 pp)
Jumlah / Total	76,65%	62,15%	(14,50 pp)

Sumber: Angkasa Pura I, Angkasa Pura II, Unit Pelaksana Teknis Bandara Kementerian Perhubungan dan internal.
Source: Angkasa Pura I, Angkasa Pura II, Airport Technical Implementation Unit of the Ministry of Transportation and internal.

Tren Jumlah Penumpang dan Seat Load Factor Seluruh Operator dalam Rute-rute Berjadwal Citilink - YTD Q3 2019 vs YTD Q3 2020
Trend of the Number of Passengers and Seat Load Factor of All Operators in the Routes that Citilink also Serves with Scheduled Flights - YTD Q3 2019 vs YTD Q3 2020

Airlines	ALL QG DOMESTIC ROUTE YTD Q3 ALL QG DOMESTIC ROUTE YTD Q3					
	Total Passenger			Total Capacity		
	YTD Q3 2019	YTD Q3 2020	Growth	YTD Q3 2019	YTD Q3 2020	Growth
Citilink	8.642.257	3.864.383	(55,3%)	11.467.170	7.560.810	(34%)
Garuda Indonesia	9.086.665	2.709.475	(70,2%)	12.449.215	5.915.345	(52%)
Lion Air	12.086.306	7.150.482	(40,8%)	16.626.924	10.589.789	(36%)
Wings Air	976.330	551.907	(43,5%)	1.377.698	868.187	(37%)
Batik Air	5.065.035	3.102.317	(38,8%)	7.356.426	5.245.438	(29%)
Sriwijaya Air	2.853.560	673.275	(76,4%)	3.635.096	1.042.529	(71%)
Nam Air	408.402	124.515	(69,5%)	550.861	197.740	(64%)
Air Asia	1.621.613	600.868	(62,9%)	1.954.800	875.520	(55%)
Other	179.590	73.719	(59,0%)	510.270	391.959	(23%)
Total	40.919.758	18.850.941	(53,9%)	55.928.460	32.687.317	(41,6%)

Sumber: Angkasa Pura I, Angkasa Pura II, Unit Pelaksana Teknis Bandara Kementerian Perhubungan dan internal.
Source: Angkasa Pura I, Angkasa Pura II, Airport Technical Implementation Unit of the Ministry of Transportation and internal.

RENCANA STRATEGIS 2021

Strategic Plan for 2021

EVALUASI ASUMSI YANG MEMPENGARUHI KINERJA 2020

Pertumbuhan Ekonomi 2020

Di tahun 2020, munculnya pandemi COVID-19 di awal tahun berpengaruh cukup signifikan terhadap pertumbuhan ekonomi global, termasuk Indonesia. Virus COVID-19 merupakan penyakit menular yang disebabkan oleh virus Corona dan dilaporkan pertama kali muncul di Wuhan, China di bulan Desember 2019.

Sampai dengan akhir tahun 2020, virus COVID-19 telah menginfeksi populasi dunia di lebih dari 200 negara, dengan jumlah kasus lebih dari dua juta, dan mengakibatkan lebih dari 150 ribu orang meninggal dunia. Negara-negara di dunia kemudian mulai menerapkan *lockdown* sebagai upaya mencegah penyebaran virus tersebut. Berbagai dampak mulai dari dampak sosial hingga ekonomi tidak dapat dihindari lagi. Tidak sedikit perusahaan yang terpaksa harus menghentikan kegiatan operasionalnya, dan bahkan di beberapa sektor industri terpaksa harus mengurangi jumlah karyawannya agar tetap beroperasi.

Sampai dengan akhir 2020, IMF memprediksi pertumbuhan GDP Indonesia di tahun 2020 jauh dibawah prediksi yang dibuat di awal tahun dan sebelum pandemi COVID-19 terjadi, yaitu sebesar -1,1%.

Nilai Tukar Rupiah 2020

Nilai tukar Rupiah terhadap Dolar AS rata-rata sepanjang 2020 berdasarkan data Perusahaan ada di kisaran IDR 14.400, sesuai dengan target sebelumnya pada rencana kerja Perusahaan tahun 2020.

Nilai tukar Rupiah terhadap Dolar yang relatif belum kuat diakibatkan oleh ekonomi Indonesia yang masih belum stabil akibat semakin tingginya penyebaran COVID-19, melemahnya volume perdagangan antar negara, hingga berbagai isu yang terjadi di Amerika Serikat seiring dengan Pemilu yang diadakan pada Amerika Serikat di tahun 2020.

Harga Avtur 2020

Harga avtur per liter rata-rata sepanjang tahun 2020 menurut catatan Perusahaan adalah USCent 38,7 per liter, turun 39,7% dari USCent 64,2 per liter pada proyeksi RKAP 2020.

EVALUATION OF ASSUMPTIONS AFFECTING THE 2020 PERFORMANCE

Economic Growth in 2020

In 2020, the emergence of the COVID-19 pandemic at the beginning of the year had a significant effect on the global economic growth, including Indonesia. The disease is infectious caused by the Corona virus and was first reported to appear in Wuhan, China, in December 2019.

By the end of 2020, the COVID-19 virus had infected the world's population in more than 200 countries, with more than two million cases, and more than 150 thousand people died. The countries around the world then began to implement lockdown in an effort to prevent the spread of the virus. Various impacts ranging from social to economic were unavoidable. Many companies were forced to stop their operational activities, and even in some industrial sectors were pushed to reduce the number of employees to be able to continue operating.

At the end of 2020, the IMF predicted that Indonesia's GDP growth in 2020 would be far below the target set at the beginning of the year and before the COVID-19 pandemic occurred, which was at -1.1%.

Exchange Rate 2020

The average exchange rate of Rupiah against the US Dollar throughout 2020 based on the Company's data was in the range of Rp14,400, in accordance with the previous target in the Company's 2020 work and budget plan.

The relatively weak exchange rate of Rupiah against US Dollar was caused by the unstable Indonesian economy due to the increasing spread of COVID-19, the weakening of trade volume between countries, and various other issues that occurred in the United States during the Presidential Election held in 2020.

Aviation Fuel Price in 2020

The average price of aviation fuel throughout 2020 according to the Company's records was USCent 38.7 per liter, a decrease by 39.7% from USCent 64.2 per liter in the projection of 2020 RKAP (Corporate Work and Budget Plan).

Tren harga bahan bakar jet sepanjang 2020 mengalami penurunan disebabkan oleh turunnya mobilitas masyarakat dan lesunya perekonomian sebagai akibat dari pandemi sehingga berdampak pada merosotnya permintaan minyak dunia. Namun hal ini tidak dapat dimanfaatkan secara optimal, dikarenakan penurunan harga minyak sejalan dengan lemahnya permintaan dan stabilitas ekonomi dunia. Sesuai dengan data yang dikutip dari EIA, penurunan yang signifikan terjadi pada tahun 2020, namun diproyeksikan akan kembali naik pada tahun 2021.

The declining trend of aviation fuel prices in 2020 was caused by the restriction of people's mobility and the sluggish economy impacted by the pandemic, resulting in a decline in the world oil demand. Unfortunately the low price of oil could not be utilized, since it was in line with the weak demand and economy of the world. According to data from the EIA, after the significant decline in 2020, the oil price is projected to increase again in 2021.

KINERJA OPERASIONAL DAN PEMASARAN PENERBANGAN BERJADWAL 2020

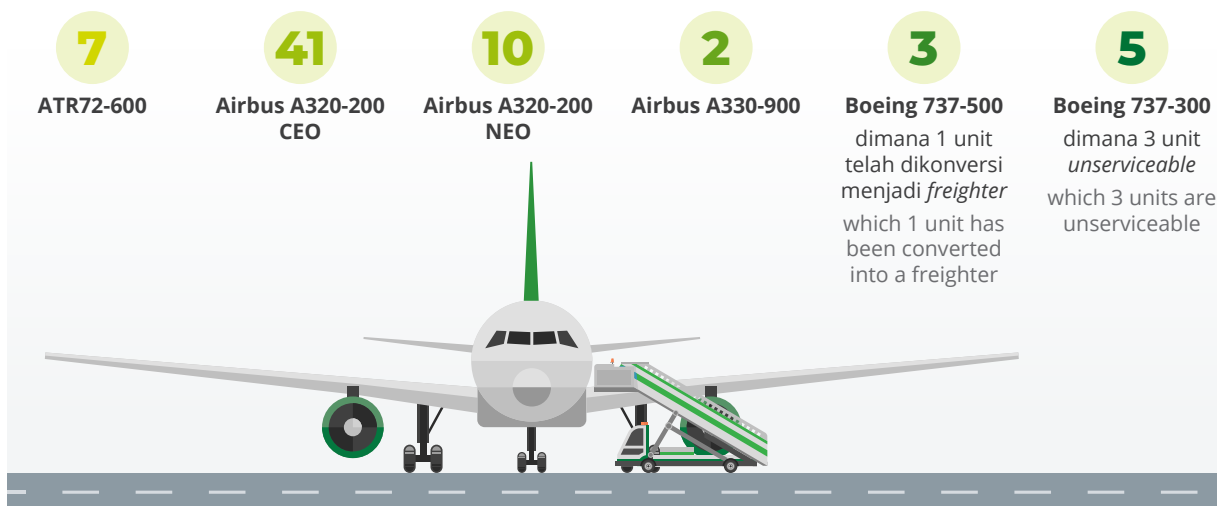
OPERATIONAL AND MARKETING PERFORMANCE OF SCHEDULED FLIGHTS IN 2020

Capacity & Revenue Management

Capacity & Revenue Management

Jumlah armada pesawat pada 31 Desember 2020 masih sama dibandingkan 31 Desember 2019, yaitu sebanyak 68 unit pesawat. Selama tahun 2020, Citilink telah menambah 1 unit pesawat Airbus A330. Selain itu, Citilink juga telah melakukan *redelivery* 1 Airbus A320. Keseluruhan 68 unit pesawat tersebut terdiri dari 65 unit *operational aircraft* dan 3 unit *unserviceable aircraft* dengan rincian sebagai berikut:

The number of aircraft fleet as of December 31, 2020 is still the same as of December 31, 2019, amounting to 68 units. During 2020, Citilink has added 1 unit of Airbus A330 aircraft. However, Citilink has also redelivered 1 unit of Airbus A320. The total 68 aircraft units consist of 65 operational and 3 unserviceable aircraft with the following details:



Di awal tahun 2020, Perusahaan cukup optimis dengan pertumbuhan industri ini, sehingga Perusahaan mengantisipasi pertumbuhan tersebut dengan merencanakan penambahan pesawat.

At the beginning of 2020, the Company was quite optimistic about the growth of this industry, so the Company anticipated it by planning for additional aircraft.

Kapasitas layanan penerbangan berjadwal ASK 2020 menurun sebesar 26,2% menjadi 9,7 miliar. Realisasi ASK 51,68% dari jumlah yang dianggarkan. Hal ini dikarenakan pada tahun 2020 *market* terganggu dengan adanya pandemi COVID-19 yang membuat masyarakat mengurangi mobilitasnya.

ASK 2020's scheduled flight service capacity decreased by 26.2% to 9.7 billion. Realization of ASK 51.68% of the budgeted amount. This is because in 2020 the market was disrupted by the COVID-19 pandemic which made people reduce their mobility.

Selama tahun 2020, rute-rute baru yang dibuka adalah sebagai berikut:

The new routes opened during 2020 are as follows:

Rute Domestik 2020
Domestic Routes 2020

No.	Route	Freq / week	Effective Date
1	Jakarta (CGK) – Kertajati (KJT)	7	14 Januari 2020 / January 14, 2020
2	Denpasar (DPS) – Timika (TIM)	4	31 Januari 2020 / January 31, 2020
3	Pontianak (PNK) – Putussibau (PSU)	7	20 Maret 2020 / March 20, 2020
4	Pontianak (PNK) – Ketapang (KTG)	7	20 Maret 2020 / March 20, 2020
5	Jakarta (CGK) – Kulon Progo (YIA)	14	29 Maret 2020 / March 29, 2020
6	Medan (KNO) – Kulon Progo (YIA)	7	29 Maret 2020 / March 29, 2020
7	Pekanbaru (PKU) – Kulon Progo (YIA)	7	29 Maret 2020 / March 29, 2020
8	Balikpapan (BPN) – Kulon Progo (YIA)	7	29 Maret 2020 / March 29, 2020
9	Makassar (UPG) – Kulon Progo (YIA)	7	29 Maret 2020 / March 29, 2020
10	Surabaya (SUB) – Samarinda (AAP)	7	6 Agustus 2020 / August 6, 2020
11	Bandung (BDO) – Medan (KNO)	7	21 Agustus 2020 / August 21, 2020
12	Bandung (BDO) – Palembang (PLM)	7	21 Agustus 2020 / August 21, 2020
13	Bandung (BDO) – Pekanbaru (PKU)	7	21 Agustus 2020 / August 21, 2020
14	Bandung (BDO) – Denpasar (DPS)	7	21 Agustus 2020 / August 21, 2020
15	Bandung (BDO) – Balikpapan (BPN)	7	21 Agustus 2020 / August 21, 2020
16	Banyuwangi (BWX) – Denpasar (DPS)	7	28 Agustus 2020 / August 28, 2020
17	Denpasar (DPS) – Lombok (LOP)	7	28 Agustus 2020 / August 28, 2020
18	Makassar (UPG) – Baubau (BUW)	7	17 September 2020 / September 17, 2020
19	Makassar (UPG) – Pomala (KXB)	7	17 September 2020 / September 17, 2020
20	Makassar (UPG) – Palopo (LLO)	4	17 September 2020 / September 17, 2020

No.	Route	Freq / week	Effective Date
21	Makassar (UPG) – Selayar (KSR)	3	17 September 2020 / September 17, 2020
22	Makassar (UPG) – Toraja (TRT)	3	10 Oktober 2020 / October 10, 2020
23	Bandung (BDO) – Surabaya (SUB)	7	2 November 2020 / November 2, 2020
24	Makassar (UPG) – Ampaña (OJU)	1	25 November 2020 / November 25, 2020
25	Jakarta (CGK) – Lombok (LOP)	7	1 Desember 2020 / December 1, 2020
26	Kupang (KOE) – Ende (ENE)	7	15 Desember 2020 / December 15, 2020
27	Kupang (KOE) – Waingapu (WGP)	7	15 Desember 2020 / December 15, 2020
28	Kupang (KOE) – Labuan Bajo (LBJ)	2	15 Desember 2020 / December 15, 2020
29	Kupang (KOE) – Bajawa (BJW)	5	15 Desember 2020 / December 15, 2020
30	Surabaya (SUB) – Jayapura (DJJ)	7	18 Desember 2020 / December 18, 2020
31	Jakarta (CGK) – Tanjung Karang (TKG)	7	20 Desember 2020 / December 20, 2020

Rute Internasional 2020
International Routes 2020

No.	Route	Freq / week	Effective Date
1	Denpasar (DPS) – Melbourne Avalon (AVV)	7	23 Januari 2020 / January 23, 2020
2	Bandung (BDO) – Kuala Lumpur (KUL)	7	8 Februari 2020 / February 8, 2020
3	Surabaya (SUB) – Jeddah (JED)	3	9 Februari 2020 / February 9, 2020
4	Jakarta (CGK) – Jeddah (JED)	2	17 Desember 2020 / December 17, 2020

Dengan mencermati kinerja profitabilitas per rute, strategi dan ketersediaan slot bandara, Perusahaan melakukan reroute dan menyesuaikan jumlah frekuensi pada sejumlah rute.

Mencermati harga tiket penumpang di *market* yang tertekan pada masa pandemi COVID-19, Perusahaan menetapkan *passenger yield* rata-rata 2020 sebesar USc 5,4 atau turun 30% dari USc 7,7 pada periode yang sama tahun 2019.

Dari sisi nilai tukar kurs, hal ini juga dipengaruhi oleh depresiasi nilai IDR terhadap USD sebesar 0,9%.

By observing the profitability per route, strategy, and availability of airport slots, the Company rerouted and adjusted the number of frequencies on a number of flights.

Considering the passenger ticket prices in a depressed market during the COVID-19 pandemic, the Company set an average passenger yield for 2020 of USc 5.4, down 30% from USc 7.7 in the same period in 2019.

In terms of the exchange rate, this was also influenced by the depreciation of the IDR against the USD by 0.9%.

Kinerja 2020

Penumpang yang diangkut mencapai 5,5 juta orang, menurun 55,0% dibanding periode yang sama tahun 2019, pencapaian 33,9% dari yang dianggarkan.

Penurunan atas RPK dan ASK mengakibatkan SLF turun 28,2pp menjadi 47,0%, dengan pencapaian 62,3% dari yang dianggarkan.

Pada tahun 2020, *pax yield* menurun 30,1% menjadi USc 5,4 atau 77,7% dari yang dianggarkan, selain itu *Pax revenue/ASK* juga menurun 56,3% menjadi USc 2,5 atau 48,4% dari yang dianggarkan. Penurunan ini menunjukkan sedang terjadi ketidaknormalan kondisi pasar yang dipengaruhi pandemi COVID-19.

2020 Performance

The number of passengers transported reached 5.5 million people, a decrease of 55.0% compared to the same period in 2019, achieving 33.9% of the target.

The decline in revenue passenger kilometer (RPK) and available seat kilometer (ASK) resulted in seat load factor (SLF) falling by 28.2pp to 47.0%, reaching 62.3% of the target.

In 2020, *pax yield* decreased by 30.1% to USc 5.4 or 77.7% of the budgeted, while *pax revenue/ASK* also decreased by 56.3% to USc 2.5 or 48.4% of the budgeted. This decline indicates that there was an abnormality in the market conditions that were affected by the COVID-19 pandemic.

Indikator Kinerja Operasional dan Pemasaran Penerbangan Berjadwal Operational and Marketing Performance Indicators of Scheduled Flights

	12 Bulan 2019 12 Months of 2019	12 Bulan 2020 12 Months of 2020	Anggaran 12 Bulan 2020 Budget for 12 Months of 2020	Realisasi Realization (%)	Perkembangan Growth (%)
CAPACITY & REVENUE MANAGEMENT					
Armada akhir periode - termasuk 8 B737 Fleet at the end of period - including 8 units B737	68	68	81	84,0%	0,0%
Frekuensi Frequency	91.067	64.840	134.718	48,1%	(28,8%)
Utilisation pesawat (jam/hari) Aircraft utilization (hours/day)	8:11	7:19	8:43	84,1%	(10,6%)
Availability Seat Kilometers/ASK (juta) Availability Seat Kilometers/ASK (million)	13.145	9.703	18.775	51,7%	(27,3%)
Jarak tempuh rata-rata (km) Average distance (km)	813	830	785	105,6%	2,1%
Passenger yield (USCent) Passenger yield (USCent)	7,7	5,4	6,9	77,7%	(30,1%)
KINERJA / PERFORMANCE					
Jumlah penumpang ('000) Number of passengers ('000)	12.224	5.495	16.208	33,9%	(55,0%)
RPK (million) RPK (million)	9.885	4.559	14.157	32,2%	(53,9%)
Tingkat isian penumpang (%) Passenger load factor (%)	75,2	47,0	75,4	62,3%	(28,2pp.)
Pax Rev / ASK Pax Rev / ASK	5,8	2,5	5,2	48,4%	(56,3%)

TINJAUAN OPERASI PER SEGMENT USAHA

Operational Review Per Business Segment

Citilink merupakan anak Perusahaan dari PT Garuda Indonesia (Persero) Tbk yang menyediakan jasa penerbangan berbiaya murah. Citilink dibentuk untuk mengambil peluang pasar dari kategori *high density, low yield* yang melayani penerbangan dengan sistem dari kota ke kota menggunakan modal usaha pesawat berbiaya murah. Citilink memiliki 3 (tiga) pembagian segmen usaha, antara lain: Penerbangan Berjadwal, Penerbangan Tidak Berjadwal dan Lain-lain. Berikut adalah penjelasan mengenai deskripsi usaha, produktivitas, pendapatan dan profitabilitas dari ketiga segmen tersebut:

PENERBANGAN BERJADWAL

Deskripsi Usaha

Penerbangan Berjadwal merupakan kegiatan penerbangan yang menempuh rute penerbangan secara teratur berdasarkan jadwal waktu tertentu dan kota tujuan maupun kota-kota persinggahan yang tetap dan tidak berubah-ubah.

Produktivitas Penerbangan Berjadwal

Sejalan dengan strategi Perusahaan untuk menghasilkan kinerja usaha yang baik dan meningkatkan produksinya, di tahun 2020 Perusahaan telah menambah jumlah pesawat sebanyak 1 unit Airbus A330-900 NEO. Penambahan pesawat tersebut dilakukan dengan skema *operating lease*. Selain itu juga Perusahaan telah melakukan *redelivery* atas 1 pesawat A320 CEO. Per 31 Desember 2020, jumlah armada Perusahaan sebanyak 2 unit Airbus A330-900 NEO, 41 unit Airbus A320-200 CEO, 10 unit Airbus A320-200 NEO, 7 unit ATR 72-600, 5 unit Boeing B737-300 dan 3 unit Boeing B737-500. Dari sejumlah pesawat ini, pesawat yang dioperasikan sebanyak 2 unit Airbus A330-900 NEO, 51 unit Airbus A320-200, 7 unit ATR 72-600, dan 1 unit Boeing B737-500 *Freighter*.

Berikut adalah kinerja produktivitas Penerbangan Berjadwal di tahun 2019 dan 2020:

Citilink is a subsidiary of PT Garuda Indonesia (Persero) Tbk which provides low-cost flight services. Citilink was founded to take the opportunity in the market of high-density, low-yield category, which serves flights with a city-to-city system using low-cost aircraft as business capital. Citilink has 3 (three) business segments, namely: Scheduled Flights, Non-Scheduled Flights and Others. The following is an explanation of the description of the business, productivity, revenue and profitability of the three segments:

SCHEDULED FLIGHTS

Business Description

Scheduled Flights are flight activities serving certain routes regularly based on time schedules, destination cities and stopover cities that are fixed and do not change.

Productivity of the Scheduled Flights

In line with the Company's strategy to produce sound business performance and increase production, in 2020 the Company added 1 unit of Airbus A330-900 NEO. The addition of the aircraft was carried out under an operating lease scheme. However, the Company has also redelivered 1 A320 CEO aircraft. As of December 31, 2020, the Company's fleet was 2 units of Airbus A330-900 NEO, 41 units of Airbus A320-200 CEO, 10 units of Airbus A320-200 NEO, 7 units of ATR 72-600, 5 units of Boeing B737-300 and 3 units of Boeing B737-500. Of these aircraft, the ones operated are 2 units of Airbus A330-900 NEO, 51 units of Airbus A320-200, 7 units of ATR 72-600, and 1 unit of Boeing B737-500 freighter.

Here is the productivity performance of Scheduled Flights in 2019 and 2020:

Kinerja Operasional Penerbangan Berjadwal Tahun 2019 – 2020
Operational Performance of Scheduled Flights in 2019 – 2020

Uraian / Description	2020	2019	Pertumbuhan / Growth
Jumlah Penumpang (juta) / Number of Passengers (million)	5,5	12,2	(55,0%)
RPK (milyar) / RPK (billion)	4,6	9,9	(53,9%)
ASK (milyar) / ASK (billion)	9,7	13,1	(26,2%)
Tingkat Isian Penumpang (%) / Passenger Load Factor (%)	47,0%	75,2%	(28,2pp.)
Frekuensi / Frequency	64.840	91.067	(28,8%)
Jumlah Kargo Diangkut (ton) / Total Cargo Transported (ton)	59.728	65.948	(9,4%)

Di tahun 2020, Perusahaan melakukan penyesuaian kapasitas produksi untuk mengikuti kondisi industri penerbangan. Indikator tersebut tercermin dari penurunan jumlah penumpang reguler yang turun 55,0% menjadi 5,5 juta penumpang di tahun 2020 dibandingkan tahun sebelumnya sebanyak 12,22 juta penumpang. Seiring dengan penurunan jumlah penumpang, RPK dan ASK juga tercatat mengalami penurunan masing-masing sebesar 53,9% dan 26,2% di tahun 2020 sehingga tingkat isian penumpang mengalami penurunan sebesar 28,2pp menjadi 47,0% dibandingkan tahun 2019 sebesar 75,2%. Pada tahun 2020, frekuensi penerbangan berjadwal turun menjadi 64.840 atau sebesar 28,8% dibandingkan tahun sebelumnya sebesar 91.067 sehingga jumlah kargo yang dapat diangkut pada penerbangan berjadwal mengalami penurunan menjadi 59,7 ribu ton atau turun 9,4% dari tahun sebelumnya sebesar 65,9 ribu ton.

In 2020, the Company made adjustments to its production capacity to keep up with the current conditions of the aviation industry. This is reflected in the decline in the number of regular passengers, which fell 55.0% to 5.5 million passengers in 2020 compared to the previous year's 12.22 million. Along with the decline in the number of passengers, RPK and ASK were also recorded to decrease by 53.9% and 26.2% respectively in 2020 so that the rate of passenger load factor decreased by 28.2pp to 47.0% compared to 2019 of 75.2%. In 2020, the frequency of scheduled flights declined to 64,840 or 28.8% compared to the previous year of 91,067, causing the total cargo transported on the scheduled flights to decrease to 59.7 thousand tons or by 9.4% from the previous year of 65.9 thousand tons.

Pendapatan Penerbangan Berjadwal

Revenue of the Scheduled Flights

Kinerja Pendapatan Penerbangan Berjadwal Tahun 2019 – 2020 (dalam satuan USD)
Revenue Performance of the Scheduled Flights in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Penumpang / Passenger	244.296.276	756.299.579	(512.003.303)	(67,7%) ▼
Kargo / Cargo	64.446.153	67.287.711	(2.841.558)	(4,2%) ▼
Kelebihan Bagasi / Excess Baggage	5.125.386	6.906.620	(1.781.234)	(25,8%) ▼
Pemesanan <i>Seat</i> / Seat Booking	2.113.975	6.034.803	(3.920.828)	(65,0%) ▼
Jumlah / Total	315.981.790	836.528.714	(520.546.924)	(62,2%) ▼
% Terhadap Pendapatan Usaha % of Operating Revenue	92,0%	95,5%		(3,5pp.) ▼

Pada tahun 2020, Perusahaan berhasil membukukan pendapatan usaha yang berasal dari Penerbangan Berjadwal sebesar USD 316 juta, turun USD 521 Juta atau 62,2% jika dibandingkan dengan pencapaian tahun sebelumnya yang tercatat sebesar USD 837Juta. Penurunan tersebut terutama dikarenakan penurunan pendapatan penumpang sebesar USD 512 Juta. Kontribusi penurunan lainnya berasal dari pendapatan kargo sebesar USD 2,8 Juta, pendapatan kelebihan bagasi sebesar USD 1,8 Juta serta pendapatan pemesanan *seat* sebesar USD 3,9 Juta.

Dari segi komposisi, pendapatan usaha dari penerbangan berjadwal memberikan kontribusi terbesar bagi pendapatan Perusahaan secara keseluruhan pada tahun 2020. Adapun dari pendapatan penerbangan berjadwal kontribusi pendapatan penumpang sebesar 77,3%, disusul oleh kargo dan kelebihan bagasi yang masing-masing sebesar 20,4% dan 1,6%.

PENERBANGAN TIDAK BERJADWAL

Deskripsi Usaha

Penerbangan tidak berjadwal merupakan kegiatan penerbangan yang jadwal dan rute penerbangannya menyesuaikan dengan keinginan dan kebutuhan dari penumpang yang bersangkutan. Penerbangan jenis ini sering juga disebut dengan penerbangan *Charter*. Misalnya, pelayanan jasa penerbangan *Charter* ke Tiongkok dengan jam dan rute penerbangan yang disesuaikan dengan kebutuhan penumpang.

Produktivitas Penerbangan Tidak Berjadwal

Penjelasan mengenai produktivitas Penerbangan Tidak Berjadwal dapat dilihat pada tabel berikut:

Kinerja Operasional Penerbangan Tidak Berjadwal Tahun 2019 – 2020
Operational Performance of Non-Scheduled Flights in 2019 – 2020

Uraian / Description	2020	2019	Pertumbuhan / Growth
Jumlah Penumpang <i>Charter</i> (ribu) Number of Charter Passengers (thousand)	30,6	43,3	(29,2%) ▼
RPK (000)	109	156	(29,7%) ▼
ASK (000)	227	200	13,2% ▲
Frekuensi / Frequency	414	316	31,2% ▲

In 2020, the Company managed to record operating revenues from Scheduled Flights of USD 316 million, a decrease of USD 521 million or 62.2% compared to the previous year's achievement of USD 837 million. The decrease was mainly due to a decrease in passenger revenue of USD 512 million. Other declining contributions came from cargo revenue of USD 2.8 million, excess baggage revenue of USD 1.8 million and seat booking revenue of USD 3.9 million.

In terms of composition, the operating revenue from scheduled flights provided the largest contribution to the Company's overall revenue in 2020. In the meantime the biggest contributor for the scheduled flights revenues was the passenger revenue by contributing 77.3%, followed by cargo and excess baggage by 20.4% and 1.6% respectively.

NON-SCHEDULED FLIGHTS

Business Description

Unscheduled flights are flight activities serving the routes and schedules according to the wishes and needs of the passengers. This type of flight is also known as charter. For example, the charter flight service to China with flight hour and route are determined by the passengers.

Productivity of Non-Scheduled Flights

The productivity of non-scheduled flights can be seen in the following table:

Pada tahun 2020, Citilink mencatatkan penurunan kinerja operasional Penerbangan Tidak Berjadwal. Parameter pencapaian tersebut tercermin dari berkurangnya Jumlah Penumpang *Charter* dari 43,3 ribu penumpang, turun 29,2% menjadi 30,6 ribu penumpang. Hal yang sama juga terjadi pada level RPK yang turun sebesar 29,7%. Namun di sisi lain terdapat peningkatan produksi yang tercermin dari ASK yang naik sebesar 13,2% dan juga frekuensi yang mengalami kenaikan sebesar 31,2%.

In 2020, Citilink recorded a decline in the operational performance of Non-Scheduled Flights. This is reflected in the decrease in the number of chartered passengers from 43.3 thousand passengers, down 29.2% to 30.6 thousand passengers. The same thing happened to the RPK level, which fell by 29.7%. On the other hand, there was an increase in production as reflected in ASK which increased by 13.2% and also in frequency which climbed by 31.2%.

Pendapatan Penerbangan Tidak Berjadwal

Revenue of Non-Scheduled Flights

Kinerja Pendapatan Penerbangan Tidak Berjadwal Tahun 2019 – 2020 (dalam satuan USD)
Revenue Performance of Non-Scheduled Flights in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
<i>Charter / Charter</i>	9.613.678	8.287.883	1.325.795	16,0%	▲
% Terhadap Pendapatan Usaha % of Operating Revenue	2,80%	0,95%		1,9pp.	▲

Pada tahun 2020, Citilink membukukan Pendapatan Usaha dari Penerbangan Tidak Berjadwal sebesar USD 9,6 Juta, angka tersebut mengalami kenaikan sebesar USD 1,3 Juta atau 16,0% jika dibandingkan dengan pencapaian tahun sebelumnya yang tercatat sebesar USD 8,3 Juta. Kenaikan tersebut dikarenakan perkembangan bisnis *charter* yang cukup baik di masa pandemi COVID-19.

In 2020, Citilink recorded the operating revenue from Non-Scheduled Flights at USD 9.6 million, increasing by USD 1.3 million or 16.0% compared to the previous year's achievement which was recorded at USD 8.3 million. The increase was due to the relatively good development of the charter business during the COVID-19 pandemic.

Lain – Lain

Selain melalui segmen usaha Penerbangan Berjadwal dan Tidak Berjadwal, Perusahaan juga memiliki sumber pendapatan Lainnya, seperti *Refund Fee*, *Sales on Board*, Administrasi dan Lain-Lain.

Others

Apart from the scheduled and non-scheduled flight business segments, the Company also has other sources of income, such as Refund Fees, Sales on Board, Administration and Others.

Pendapatan Usaha Lain-lain Tahun 2019 – 2020 (dalam satuan USD)
Revenue of Other Businesses in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
<i>Refund Fee / Refund Fee</i>	6.926.974	9.769.204	(2.842.230)	(29,1%)	▼
<i>Passenger Service Charge / Passenger Service Charge</i>	930.544	1.586.423	(655.879)	(41,3%)	▼
<i>Sales on Board / Sales on Board</i>	915.515	4.825.966	(3.910.451)	(81,0%)	▼
Administrasi / Administration	448.246	685.239	(236.993)	(34,6%)	▼
Lain-Lain / Others	8.570.771	14.023.661	(5.452.890)	(38,9%)	▼
Jumlah / Total	17.792.050	30.890.492	(13.098.442)	(42,4%)	▼
% Terhadap Pendapatan Usaha % of Operating Revenue	5,2%	3,5%			▲

Di tahun 2020, Citilink mencatatkan Pendapatan Usaha yang berasal dari segmen Lain-lain sebesar USD 17,8 Juta, angka tersebut mengalami penurunan sebesar USD 13,0 Juta atau 42,4% dibandingkan tahun sebelumnya sebesar USD 30,9 Juta. Penurunan tersebut terutama dikarenakan Pendapatan lain-lain, yang berasal dari *refund fee* dan *sales on board*.

Dari segi komposisi, komponen Pendapatan Usaha dari segmen Lainnya yang memberikan kontribusi terbesar pada Pendapatan Usaha di segmen tersebut pada tahun 2020 adalah *Refund Fee* dengan kontribusi sebesar 38,9%. Sementara itu, komponen *Passenger Service Charge* dan *Sales on Board* memberikan kontribusi masing-masing sebesar 5,2% dan 5,1%.

In 2020, Citilink recorded the operating revenue from the segment of Others at USD 17.8 million, decreasing by USD 13.0 million or 42.4% compared to the previous year of USD 30.9 million. The decrease was mainly contributed to the revenues from others, namely refund fee and sales on board.

In terms of composition, the component of Others which contributed the largest to the operating revenue in this segment in 2020 was the Refund Fee with a contribution of 38.9%. Meanwhile, the Passenger Service Charge and Sales on Board components contributed 5.2% and 5.1%, respectively.

TINJAUAN KEUANGAN

Financial Review

Uraian mengenai kinerja keuangan ini disusun berdasarkan Laporan Keuangan yang Diubah dan Disajikan Kembali Perusahaan yang disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang berlaku umum di Indonesia untuk tahun yang berakhir pada tanggal 31 Desember 2020. Laporan Keuangan tersebut telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan dengan opini tidak menyatakan pendapat (*Disclaimer of opinion*), posisi keuangan PT Citilink Indonesia tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Bahasan kinerja keuangan Perusahaan, disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan dari pihak Auditor Eksternal sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini.

The description on the financial performance is prepared based on the Company's Financial Statements which have been Amended and Restated, presented in accordance with the Statement of Financial Accounting Standards (PSAK) generally accepted in Indonesia for the year ended on December 31, 2020. The Financial Statements have been audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan with a Disclaimer of opinion, for the financial position of PT Citilink Indonesia as of December 31, 2020, as well as the financial performance and cash flows, presented according to the Indonesian Financial Accounting Standards.

The discussion of the Company's financial performance is conveyed by taking into account the explanations in the Financial Statement notes from the External Auditor as an integral part of this Annual Report.

LAPORAN POSISI KEUANGAN

STATEMENT OF FINANCIAL POSITION

Laporan Posisi Keuangan 31 Desember 2019 – 2020 (dalam satuan USD)
Statement of Financial Position as of December 31, 2019 and 2020 (in USD)

Uraian Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Aset / Assets	2.448.118.519	588.622.631	1.859.495.888	315.9%	▲
Aset Lancar / Current Assets	48.387.862	95.886.285	(47.498.423)	(49,5%)	▼
Aset Tidak Lancar / Non-Current Assets	2.399.730.657	492.736.346	1.906.994.311	387.0%	▲
Liabilitas / Liabilities	2.737.075.630	568.874.214	2.168.201.415	381.1%	▲
Liabilitas Jangka Pendek / Short-Term Liabilities	725.194.803	529.157.271	196.037.532	37.0%	▲
Liabilitas Jangka Panjang / Long-Term Liabilities	2.011.880.826	39.716.943	1.972.163.883	4965.5%	▲
Ekuitas (defisiensi modal) Equity (capital deficiency)	(288.957.110)	19.748.417	(308.705.527)	(1563,2%)	▼

Sampai dengan akhir tahun 2020, Perusahaan mencatatkan jumlah Aset sebesar USD 2.448.118 ribu, angka tersebut mengalami kenaikan sebesar 315,9% jika dibandingkan dengan tahun sebelumnya yang tercatat sebesar USD 588.623 ribu. Kenaikan tersebut didorong oleh kenaikan aset tidak lancar sebesar 387%.

Until the end of 2020, the Company recorded Total Assets at USD 2,448,118 thousand, an increase of 315.9% compared to the previous year of USD 588,623 thousand. The achievement was contributed by the non-current assets which jumped 387%.

Sementara itu, Jumlah Liabilitas pada tahun 2020 tercatat sebesar USD 2.737.075 ribu atau naik sebesar 381% jika dibandingkan dengan Jumlah Liabilitas tahun sebelumnya sebesar USD 568.874 ribu. Kenaikan tersebut terutama disebabkan oleh kenaikan liabilitas jangka pendek sebesar 37% dan liabilitas jangka panjang sebesar 4965%.

Meanwhile, the Total Liabilities in 2020 was recorded at USD 2,737,075 thousand or an increase by 381% compared to the previous year of USD 568,874 thousand. The increase was due to an increase in short-term liabilities by 37% and long-term liabilities by 4,965%.

ASET

Pada akhir tahun 2020, jumlah Aset Perusahaan tercatat sebesar USD 2.448.118 ribu yang terdiri dari 16,3% Aset Lancar dan 83,7% Aset Tidak Lancar. Nilai jumlah Aset ini meningkat USD 1.859.495 ribu atau 315% dibandingkan tahun 2019 sebesar USD 588.623 ribu. Peningkatan Aset tersebut terutama berasal dari kenaikan aset tidak lancar sebesar 315%.

ASSETS

At the end of 2020, the Company's total assets was recorded at USD 2,448,118 thousand consisting of 16.3% Current Assets and 83.7% Non-Current Assets. The total value of these assets increased by USD 1,859,495 thousand or 315% compared to 2019 of USD 588,623 thousand. The increase was mainly contributed by a 315% rise of non-current assets.

Aset lancar

Current Assets

Aset Lancar 31 Desember 2019 – 2020 (dalam satuan USD)
Current Assets as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Kas dan Setara Kas Cash and Cash Equivalents	20.997.885	23.833.854	(2.835.969)	(11,9%)	▼
Piutang Usaha Trade Receivables	12.868.214	11.963.749	904.465	7,6%	▲
Piutang Lain-Lain - Bersih Other Receivables - Net	12.745.724	10.849.518	1.896.206	17,5%	▲
Persediaan Inventories	119.374	222.081	(102.707)	(46,2%)	▼
Uang Muka dan Biaya Dibayar Dimuka Advances and Prepayments	1.522.635	47.822.199	(46.299.564)	(96,8%)	▼
Pajak Dibayar Dimuka Prepaid Taxes	-	1.061.810	(1.061.810)	(100,0%)	▼
Uang Jaminan Sewa Charter Charter Deposits	134.030	133.074	956	0,7%	▲
Jumlah Total	48.387.862	95.886.285	(47.498.423)	(57,5%)	▼

Per 31 Desember 2020, Perusahaan mencatatkan Jumlah Aset Lancar sebesar USD 48.387 ribu, angka tersebut mengalami penurunan USD 47.498 ribu atau 57% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 95.886 ribu. Penurunan tersebut dikarenakan penurunan Kas Setara Kas sebesar USD 2.835 ribu, Persediaan sebesar USD 102 ribu, Uang muka dan biaya dibayar di muka USD 46.299 ribu dan Pajak dibayar di muka sebesar USD 1.061 ribu.

As of December 31, 2020, the Company recorded Total Current Assets of USD 48,387 thousand, declining by USD 47,498 thousand or 57% compared to USD 95,886 thousand achieved as of December 31, 2019. The decline was caused by a decrease in Cash and Cash Equivalents by USD 2,835 thousand, Inventories by USD 102 thousand, Advances and Prepayments by USD 46,299 thousand and Prepaid Taxes by USD 1,061 thousand.

■ Kas dan Bank

■ Cash and Bank Balances

Kas dan Bank 31 Desember 2019 – 2020 (dalam satuan USD)
Cash and Bank Balances as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Kas / Cash	350.869	305.042	45.826	15,02%	▲
Bank / Bank Balances	20.647.016	23.528.812	(2.881.796)	(12,25%)	▼
Jumlah / Total	20.997.885	23.833.854	(2.835.969)	(11,90%)	▼

Kas dan Bank sampai dengan 31 Desember 2020 tercatat sebesar USD 20.997 ribu, angka tersebut mengalami penurunan sebesar USD 2.835 ribu atau 11% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 23.833 ribu. Penurunan tersebut terutama disebabkan oleh penurunan Bank sebesar USD 2.881 ribu.

As of December 31, 2020 the Cash and Bank Balances were recorded at USD 20,997 thousand, a decrease of USD 2,835 thousand or 11% compared to the achievement of USD 23,833 thousand as of December 31, 2019. The decrease was mainly due to a decline in the Bank Balances by USD 2,881 thousand.

■ Piutang Usaha

■ Trade Receivables

Piutang Usaha 31 Desember 2019 – 2020 (dalam satuan USD)
Trade Receivables as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Pihak Berelasi Related Parties	8.516.275	4.702.801	3.813.473	81,09%	▲
Pihak Ketiga Third Parties	7.762.831	8.616.437	(853.607)	(9,91%)	▼
Cadangan Kerugian Penurunan Nilai Allowance for Impairment Losses	(3.410.891)	(1.355.489)	(2.055.402)	151,64%	▲
Jumlah Total	12.868.214	11.963.749	904.465	9,92%	▲

Piutang Usaha sampai dengan 31 Desember 2020 tercatat sebesar USD 12.868 ribu, naik USD 904 ribu atau 9% jika dibandingkan dengan tahun sebelumnya yang tercatat sebesar USD 11.964 ribu. Peningkatan tersebut terutama disebabkan oleh kenaikan pada Piutang Usaha dari Pihak Berelasi sebesar USD 3.813 ribu atau 81% namun diiringi dengan kenaikan cadangan kerugian penurunan nilai sebesar USD 2.055 ribu atau 151% sampai dengan akhir tahun 2020.

The Trade Receivables as of December 31, 2020 were recorded at USD 12,868 thousand, up USD 904 thousand or 9% compared to the previous year of USD 11,964 thousand. The rise was contributed by an increase in Trade Receivables from Related Parties of USD 3,813 thousand or 81% and in Allowance for Impairment Losses of USD 2,055 thousand or 151%.

■ Piutang Lain-Lain

Piutang Lain-Lain sampai dengan 31 Desember 2020 tercatat sebesar USD 12.745 ribu, naik USD 1.896 ribu atau 17,5% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 10.850 ribu. Kenaikan tersebut terutama dikarenakan kenaikan piutang klaim dana pemeliharaan dan perbaikan pesawat ke *lessor*.

■ Persediaan

Persediaan sampai dengan 31 Desember 2020 tercatat sebesar USD 119 ribu, turun USD 102 ribu atau 46% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 222 ribu. Penurunan tersebut dikarenakan penurunan persediaan lain-lain sebesar USD 67 ribu.

■ Uang Muka dan Biaya Dibayar di Muka

Uang Muka dan Biaya Dibayar di Muka 31 Desember 2019 – 2020 (dalam satuan USD)
Advances and Prepayments as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Sewa Pesawat Aircraft Leasing Fees	-	46.466.223	(46.466.223)	(100,0%) ▼
Asuransi Dibayar di Muka Prepaid Insurance	84.174	133.379	(49.205)	(36,89%) ▼
Uang Muka kepada Pemasok Advances to Suppliers	265.046	306.745	(41.700)	(13,59%) ▼
Uang Muka Karyawan Employee Advances	632.209	418.087	214.122	51,21% ▲
Lain-lain Others	541.207	497.765	43.442	8,73% ▲
Jumlah Total	1.522.635	47.822.199	(47.299.564)	(96,82%) ▼

Uang Muka dan Biaya Dibayar di Muka sampai dengan 31 Desember 2020 tercatat sebesar USD 1.522 ribu, turun USD 46.299 ribu atau turun 96% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 47.882 ribu. Penurunan tersebut terutama disebabkan oleh penurunan biaya dibayar dimuka atas sewa pesawat sebesar USD 46.466 ribu atau 100% sampai dengan akhir 2020.

■ Other Receivables

Other Receivables as of December 31, 2020 was recorded at USD 12,745 thousand, an increase of USD 1,896 thousand or 17.5% compared to the value as of December 31, 2019 of USD 10,850 thousand. The increase was mainly due to an increase in claims receivable from aircraft maintenance and repair funds to lessors.

■ Inventories

The Inventories as of December 31, 2020 were recorded at USD 119 thousand, down by USD 102 thousand or 46% compared to the achievement of USD 222 thousand as of December 31, 2019. The decrease was due to decrease in other inventories by USD 67 thousand.

■ Advances and Prepayments

The Advances and Prepayments as of December 31, 2020 were recorded at USD 1,522 thousand, a decrease by USD 46,299 thousand or 96% when compared to USD 47,882 thousand recorded as of December 31, 2019. The decrease was mainly due to a decline in Prepayments of Aircraft Leasing Fee by USD 46,466 thousand or 100% for the period.

■ Pajak Dibayar di Muka

■ Prepaid Taxes

Pajak Dibayar di Muka 31 Desember 2019 – 2020 (dalam satuan USD)
Prepaid Taxes as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Pajak Pertambahan Nilai / Value-Added Tax	-	-	-	-%	
Pajak Penghasilan Pasal 28a / Income Tax Article 28a	-	1.061.810	(1.061.810)	(100,00%)	▼
Jumlah / Total	-	1.061.810	(1.061.810)	(100,00%)	▼

Pajak Dibayar di Muka sampai dengan 31 Desember 2020 tercatat sebesar nil, turun USD 1.062 ribu atau 100% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 1.062 ribu. Penurunan tersebut dikarenakan adanya reklasifikasi dari pajak dibayar dimuka jangka pendek ke jangka panjang.

The total Prepaid Taxes up to December 31, 2020 was recorded at nil, decreasing by USD 1,062 thousand or 100% compared to USD 1,062 thousand recorded as of December 31, 2019. The decrease was due to the reclassification of the prepaid taxes from short-term to long-term.

■ Uang Jaminan Sewa *Charter*

Uang Jaminan Sewa *Charter* sampai dengan akhir tahun 2020 tercatat sebesar USD 134 ribu, naik USD 956 atau 0,7% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 133 ribu.

■ Charter Deposits

The Charter Deposits until the end of 2020 were recorded at USD 134 thousand, up by USD 956 or 0,7% compared to USD 133 thousand recorded as of December 31, 2019.

Aset Tidak Lancar

Non-Current Assets

Aset Tidak Lancar 31 Desember 2019 – 2020 (dalam satuan USD)
Non-Current Assets as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Piutang Lain-lain Other Receivables	2.016.158	2.715.122	(698.964)	(25,7%)	▼
Dana Perawatan Pesawat dan Uang Jaminan Aircraft Maintenance Funds and Security Deposits	20.325.163	411.064.707	(390.739.544)	(95,1%)	▼
Uang Muka Pengadaan Pesawat Advances for Airplane Purchases	8.154.592	8.154.592	-	0,0%	
Pajak dibayar dimuka Prepaid Taxes	298.844	-	298.844	-	▲
Aset Pajak Tangguhan Deferred Tax Assets	73.370.316	8.118.470	65.251.846	803,7%	▲
Investasi pada Entitas Asosiasi Investment in Associates	35.661	35.661	-	0,0%	
Aset Tetap Fixed Assets	2.277.293.813	46.439.088	2.230.854.725	4.803,8%	▲
Aset Tidak Lancar Lain-lain Other Non-Current Assets	18.236.111	16.208.706	2.027.405	12,5%	▲
Jumlah Total	2.399.730.657	492.736.346	1.906.994.310	450,5%	▲

Per 31 Desember 2020, Perusahaan berhasil mencatatkan jumlah Aset Tidak Lancar sebesar USD 2.399.730 ribu, naik USD 1.906.994 ribu atau 450% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 492.736 ribu. Peningkatan tersebut disebabkan oleh Aset tetap yang meningkat USD 2.230.854 ribu atau 4.803% sehingga menjadi USD 2.230.854 ribu sampai dengan 31 Desember 2020. Selain itu, Aset pajak tangguhan juga menunjukkan peningkatan sebesar USD 62.251 ribu atau 803% dari USD 8.118 ribu di tahun 2019 menjadi USD 73.370 ribu di akhir tahun 2020.

As of December 31, 2020, the Company managed to record the Non-Current Assets at USD 2,399,730 thousand, increasing by USD 1,906,994 thousand or 450% compared to USD 492,736 thousand recorded as of December 31, 2019. The increase was contributed by the Fixed Assets which leaped by 2,230,854 thousand or 4,803% to USD 2,230,854 thousand. In addition, the Deferred Tax Assets also showed an increase of USD 62,251 thousand or 803% from USD 8,118 thousand in 2019 to USD 73,370 thousand at the end of 2020.

■ Piutang Lain-lain

Piutang Lain-lain sampai dengan 31 Desember 2020 tercatat sebesar USD 2.016 ribu, mengalami penurunan sebesar USD 698 ribu atau 25% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 2.715 ribu.

■ Other Receivables

The Other Receivables as of December 31, 2020 were recorded at USD 2,016 thousand, experiencing a decrease of USD 698 thousand or 25% compared to the December 31, 2019 record of USD 2,715 thousand.

■ Dana Perawatan Pesawat dan Uang Jaminan

■ Aircraft Maintenance Funds and Security Deposits

Dana Perawatan dan Uang Jaminan 31 Desember 2019 – 2020 (dalam satuan USD)
Aircraft Maintenance Funds and Security Deposits as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Dana Perawatan Pesawat Aircraft Maintenance Funds	-	390.076.483	(390.076.483)	(100,0%) ▼
Uang Jaminan Sewa Operasi Security Deposits of Operating Lease	20.325.163	20.988.224	(663.061)	(3,2%) ▼
Jumlah Total	20.325.163	411.064.707	(390.739.544)	(115,63%) ▼

Dana Perawatan Pesawat dan Uang Jaminan sampai dengan 31 Desember 2020 tercatat sebesar USD 20.325 ribu, turun USD 390.739 ribu atau 115% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 411.064 ribu. Penurunan tersebut terutama disebabkan oleh Dana Perawatan Pesawat yang turun sebesar USD 390.076 ribu atau 100% sehingga tercatat sebesar nihil.

The Aircraft Maintenance Funds and Security Deposits up to December 31, 2020 were recorded at USD 20,325 thousand, down by USD 390,739 thousand or 115% compared to the December 31, 2019 record of USD 411,064 thousand. The decline was mainly due to the Aircraft Maintenance Funds which decreased by USD 390,076 thousand or 100% so that it was recorded as nil.

■ Uang Muka Pengadaan Pesawat

Uang Muka Pengadaan Pesawat sampai dengan akhir tahun 2020 tercatat sebesar USD 8.154 ribu. Nilai tersebut merupakan uang muka pengadaan pesawat Airbus.

■ Advances for Aircraft Purchases

The Advances for Aircraft Purchases until the end of 2020 were recorded at USD 8,154 thousand. The value is represents advances for the procurement of Airbus aircraft.

■ **Aset Pajak Tangguhan**

Aset Pajak Tangguhan sampai dengan 31 Desember 2020 tercatat sebesar USD 73.370 ribu, naik USD 65.251 ribu atau 803% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 8.118 ribu. Kenaikan tersebut terutama disebabkan oleh meningkatnya kerugian sebelum pajak sebesar USD 435.631 ribu.

■ **Aset Tetap**

Aset Tetap sampai dengan akhir tahun 2020 tercatat sebesar USD 2.277.293 ribu, naik USD 2.230.854 ribu atau 4.803% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 46.439 ribu. Kenaikan tersebut terutama disebabkan oleh adanya aset hak guna pesawat dari penerapan PSAK 73 sebesar USD 2,2 milyar.

■ **Aset Tidak Lancar Lain-Lain**

■ **Deferred Tax Assets**

The Deferred Tax Assets as of December 31, 2020 were recorded at USD 73,370 thousand, leaping by USD 65,251 thousand or 803% compared to USD 8,118 thousand recorded as of December 31, 2019. The increase was mainly due to the increase in loss before tax of USD 435,631 thousand.

■ **Fixed Assets**

The Fixed Assets until the end of 2020 were recorded at USD 2,277,293 thousand, jumping by USD 2,230,854 thousand or 4,803% from USD 46,439 thousand recorded as of December 31, 2019. The increase was mainly due to the aircraft rights assets of PSAK 73 amounting to USD 2,2 billion.

■ **Other Non-Current Assets**

Aset Tidak Lancar Lain-lain 31 Desember 2019 – 2020 (dalam satuan USD)
Other Non-Current Assets as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Uang muka pemeliharaan mesin pesawat Advances for aircraft engine maintenance	12.432.870	12.432.870	-	0,0%
Uang Jaminan Security Deposits	2.396.712	1.915.687	481.027	25,1% ▲
Beban Tangguhan Deferred Charges	11.446	58.868	(47.421)	(80,6%) ▼
Aset Pengampunan Pajak Tax Amnesty Assets	230	1.455	(1.226)	(84,2%) ▼
Aset lain-lain Other Assets	3.394.853	1.799.827	1.595.026	88,6% ▲
Jumlah Total	18.236.111	16.208.706	2.027.405	12,5% ▲

Aset Tidak Lancar Lain-Lain sampai dengan akhir tahun 2020 tercatat sebesar USD 18.236 ribu, naik USD 2.027 ribu atau 12% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 16.209 ribu. Kenaikan tersebut terutama disebabkan oleh adanya kenaikan aset lain-lain sebesar USD 1.595 ribu.

The Other Non-Current Assets up to the end of 2020 were recorded at USD 18,236 thousand, an increase of USD 2,027 thousand or 12% compared to the December 31, 2019 record of USD 16,209 thousand. The increase was mainly due to the rise of Other Assets amounting to USD 1,595 thousand.

LIABILITAS

Pada akhir tahun 2020, jumlah Liabilitas Perusahaan tercatat sebesar USD 2.737.076 ribu yang terdiri dari 26% Liabilitas Jangka Pendek dan 74% Liabilitas Jangka Panjang. Jumlah Liabilitas ini meningkat USD 2.168.201 ribu atau 381% dibandingkan tahun 2019 sebesar USD 568.874 ribu. Peningkatan Liabilitas tersebut terutama berasal dari liabilitas jangka panjang yang naik sebesar USD 1.972.163 ribu atau 4965% sehingga menjadi USD 2.011.880 ribu sampai dengan akhir tahun 2020.

LIABILITIES

At the end of 2020, the Company booked total liabilities at USD 2,737,076 thousand consisting of 26% Short-Term Liabilities and 74% Long-Term Liabilities. The total liabilities increased by USD 2,168,201 thousand or 381% compared to 2019 of USD 568,874 thousand. The increase mainly came from the Long-Term Liabilities which were up by USD 1,972,163 thousand or 4,965% to become USD 2,011,880 thousand.

Liabilitas Jangka Pendek

Short-Term Liabilities

Liabilitas Jangka Pendek 31 Desember 2019 – 2020 (dalam satuan USD)
Short-Term Liabilities as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Utang Usaha / Trade Payables	100.371.449	151.142.590	(50.771.141)	(33,6%)	▼
Utang Lain-Lain / Other Payables	33.732.990	24.480.776	9.252.214	37,8%	▲
Utang Pajak / Tax Debts	7.511.086	1.743.644	5.767.443	330,8%	▲
Beban Akrua / Accrued Expenses	106.143.729	101.765.415	4.378.314	4,3%	▲
Pendapatan Diterima Dimuka / Prepaid Income	5.737.731	34.325.464	(28.587.733)	(83,3%)	▼
Uang Muka Diterima / Advances Received	21.166.082	54.757.111	(33.591.029)	(61,3%)	▼
Pinjaman Bank / Bank Loans	750.000	59.307.079	(58.557.079)	(98,7%)	▼
Pinjaman Pemegang Saham / Loans from Shareholders	105.321.207	96.942.023	8.379.184	8,6%	▲
Liabilitas Sewa / Lease Liability	343.847.448	-	343.847.448	-	▲
Kewajiban Imbalan Pasca-kerja Liability of Post-employment Benefits	181.326	-	181.326	-	▲
Liabilitas Estimasi Biaya Pengembalian dan Pemeliharaan Pesawat Liability of Estimated Costs for Aircraft Return and Maintenance	431.755	4.693.169	(4.261.413)	(90,8%)	▼
Jumlah / Total	725.194.803	529.157.271	196.037.531	37,05%	▲

Per 31 Desember 2020, Perusahaan mencatatkan jumlah Liabilitas Jangka Pendek sebesar USD 725.194 ribu, naik USD 196.037 ribu atau 37,05% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 529.157 ribu. Peningkatan tersebut terutama disebabkan oleh kenaikan liabilitas sewa sebesar USD 343.847 ribu. Selain itu, utang lain-lain, utang pajak, beban akrual, dan pinjaman pemegang saham juga turut memberikan kontribusi peningkatan pada jumlah Liabilitas Jangka Pendek di tahun 2020.

As of December 31, 2020, the Company recorded total Short-Term Liabilities at USD 725,194 thousand, an increase of USD 196,037 thousand or 37.05% compared to USD 529,157 thousand recorded as of December 31, 2019. The increase was mainly due to a rise in Lease Liability of USD 343,847 thousand. In addition, the other payables, tax debts, accrued expenses, and loans from shareholders also contributed to the increase in the Short-Term Liabilities in 2020.

■ Pinjaman Jangka Pendek

■ Short-Term Loans

Pinjaman Jangka Pendek 31 Desember 2019 – 2020 (dalam satuan USD)
Short-Term Loans as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
PT Bank Rakyat Indonesia (Persero) Tbk	-	29.020.784	(29.020.784)	(100,00%)	▼
PT Bank Mandiri (Persero) Tbk	-	10.790.583	(10.790.583)	(100,00%)	▼
PT Bank ICBC	-	5.898.852	(5.898.852)	(100,00%)	▼
PT Bank KEB Hana Indonesia	-	13.596.861	(13.596.861)	(100,00%)	▼
Jumlah Total	-	59.307.079	(59.307.079)	(100,00%)	▼

Tidak ada saldo Pinjaman Jangka Pendek sampai dengan 31 Desember 2020, turun USD 59.307 ribu atau 100% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 59.307 ribu.

There was no balance of Short Term Loans as of December 31, 2020, a decrease of USD 59,307 thousand or 100% compared to the figure as of December 31, 2019 of USD 59,307 thousand.

■ Pinjaman dari Pihak Berelasi

Pinjaman Pihak Berelasi sampai dengan 31 Desember 2020 tercatat sebesar USD 105.321 ribu, naik USD 8.379 ribu atau 8% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 96.942 ribu. Hal tersebut terutama dikarenakan adanya utang ke Garuda Indonesia atas pelunasan pinjaman Bank BRI sebesar USD 8.506 ribu.

■ Loans from Related Parties

As of December 31, 2020, the loans from related parties were recorded at USD 105,321 thousand, an increase of USD 8,379 thousand or 8% compared to the figure as of December 31, 2019 of USD 96,942 thousand. This was mainly due to the debt to Garuda Indonesia for the repayment of Bank BRI's loan amounting to USD 8,506 thousand.

■ Utang Usaha

■ Trade Payables

Utang Usaha 31 Desember 2019 – 2020 (dalam satuan USD)
Trade Payables as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Pihak Berelasi / Related Parties	77.322.548	141.955.814	(64.633.266)	(45,53%)	▼
Pihak Ketiga / Third Parties	23.048.901	9.186.775	13.862.126	150,89%	▲
Jumlah / Total	100.371.449	151.142.590	(50.771.141)	(33,59%)	▼

Utang Usaha sampai dengan 31 Desember 2020 tercatat sebesar USD 100.371 ribu, turun USD 50.771 ribu atau 33% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 151.143 ribu. Penurunan tersebut terutama berasal dari Pihak Berelasi sebesar USD 64.633 ribu atau 45% sehingga di akhir tahun 2020 sebesar USD 77.322 ribu.

The Trade Payables as of December 31, 2020 were recorded at USD 100,371 thousand, down by USD 50,771 thousand or 33% compared to the figure as of December 31, 2019 of USD 151,143 thousand. The decrease mainly came from the Trade Payables to Related Parties amounting to USD 64,633 thousand or 45% to become USD 77,322 thousand at the end of 2020.

■ Utang Lain-Lain

■ Other Payables

Utang Lain-Lain 31 Desember 2019 – 2020 (dalam satuan USD)
Other Payables as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Pihak Berelasi Related Parties	33.067.301	19.497.931	13.569.370	69,59%	▲
Pihak Ketiga Third Parties	665.689	4.982.845	(4.317.156)	(86,64%)	▼
Jumlah Total	33.732.990	24.480.777	9.252.214	37,79%	▲

Utang Lain-Lain sampai dengan 31 Desember 2020 tercatat sebesar USD 33.732 ribu, naik USD 9.252 ribu atau 37% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 24.481 ribu. Kenaikan tersebut terutama berasal dari Utang Lain-lain Pihak Berelasi yang naik sebesar USD 13.569 ribu atau 69% sehingga menjadi USD 33.067 ribu di akhir tahun 2020.

The Other Payables as of December 31, 2020 were recorded at USD33,732 thousand, up by USD 9,252 thousand or 37% compared to the figure as of December 31, 2019 of USD 24,481 thousand. The rise mainly came from Other Payables to Related Parties which increased by USD 13,569 thousand or 69% to become USD 33,067 thousand at the end of 2020..

■ Utang Pajak

■ Tax Debts

Utang Pajak 31 Desember 2019 – 2020 (dalam satuan USD)
Tax Debts as of December 31, 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Pajak Pertambahan Nilai / Added Value Tax	6.935.875	1.162.287	5.773.588	496,74%	▲
Pajak Penghasilan / Income Tax	575.211	553.935	21.276	3,84%	▲
Pajak Lainnya / Other Taxes	-	27.422	(27.422)	(100,00%)	▼
Jumlah / Total	7.511.086	1.743.644	5.767.443	330,77%	▲

Utang Pajak sampai dengan 31 Desember 2020 tercatat sebesar USD 7.511 ribu naik USD 5.767 ribu atau 330% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 1.744 ribu. Kenaikan tersebut terutama disebabkan oleh naiknya Pajak Pertambahan Nilai sebesar 496%.

The Tax Debts as of December 31, 2020 were recorded at USD 7,511 thousand, up by USD 5,767 thousand or 330% compared to the figure as of December 31, 2019 of USD 1,744 thousand. The rise was mainly contributed by Added Value Tax which increased by 496%.

■ Beban Akruai

■ Accrued Expenses

Beban Akruai 31 Desember 2019 – 2020 (dalam satuan USD)
Accrued Expenses as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Pemeliharaan dan Perbaikan / Maintenance and Repair	46.653.185	35.882.760	10.770.425	30,02%	▲
Administrasi dan Umum Administration and General Expenses	23.553.625	28.018.764	(4.465.139)	(15,94%)	▼
Operasional Penerbangan / Flight Operations	4.422.712	19.062.957	(14.640.245)	(76,80%)	▼
Bandara / Airport	21.118.763	10.428.820	10.689.943	102,50%	▲
Pelayanan Penumpang / Passenger Services	7.057.827	6.013.635	1.044.192	17,36%	▲
Tiket, Penjualan dan Promosi / Ticket, Sales and Promotions	889.202	1.591.722	(702.520)	(44,14%)	▼
Lain-Lain / Others	2.448.414	766.756	1.681.657	219,32%	▲
Jumlah / Total	106.143.729	101.765.415	4.378.314	4,30%	▲

Beban Akruai sampai dengan 31 Desember 2020 tercatat sebesar USD 106.143 ribu, naik USD 4.378 ribu atau 4% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 101.766 ribu. Peningkatan tersebut terutama disebabkan oleh kenaikan pada Beban Akruai Pemeliharaan dan Perbaikan sebesar USD 10.770 ribu atau 30% sehingga tercatat sebesar USD 46.653 ribu di akhir tahun 2020. Selain itu, Pelayanan Penumpang, Bandara, dan Lain-lain juga ikut serta dalam kenaikan Beban Akruai di tahun 2020.

The Accrued expenses up to December 31, 2020 were recorded at USD 106,143 thousand, an increase by USD 4,378 thousand or 4% compared to the figure as of December 31, 2019 of USD 101,766 thousand. The increase came mainly from Maintenance and Repair which was up by USD 10,770 thousand or 30% to become USD 46,653 thousand at the end of 2020. In addition, Passenger Services, Airport, and Others also contributed in the increase in the Accrued Expenses in 2020.

■ Pendapatan Diterima di Muka

Pendapatan Diterima di Muka sampai dengan 31 Desember 2020 tercatat sebesar USD 5.737 ribu, turun USD 28.587 ribu atau 83% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 34.325 ribu. Penurunan tersebut berasal dari penurunan pendapatan diterima di muka atas Jasa Penerbangan Berjadwal sebesar USD 30.774 ribu yang sejalan dengan penurunan penjualan tiket.

■ Prepaid Income

The Prepaid Income as of December 31, 2020 was recorded at USD 5,737 thousand, down by USD 28,587 thousand or 83% compared to the figure as of December 31, 2019 of USD 34,325 thousand. The decrease came from a decrease in unearned revenue for Scheduled Flight Services of USD 30,774 thousand which was in line with the decrease in ticket sales.

■ Uang Muka Diterima

Uang Muka Diterima sampai dengan 31 Desember 2020 tercatat sebesar USD 21.166 ribu, turun USD 33.591 ribu atau 61% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 54.757 ribu. Penurunan tersebut dikarenakan adanya penurunan dari uang muka pembelian tiket yang diterima dari *Online Travel Agent* sebesar USD 35.049 ribu.

■ Advances Received

The Advances Received as of December 31, 2020 were recorded at USD 21,166 thousand, decreasing by USD 33,591 thousand or 61% compared to the figure as of December 31, 2019 of USD 54,757 thousand. The decrease was due to a decrease in advances for ticket purchases received from Online Travel Agents of USD 35,049 thousand.

Liabilitas Jangka Panjang

Long-Term Liabilities

Liabilitas Jangka Panjang 31 Desember 2019 – 2020 (dalam satuan USD)
Long-Term Liabilities as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Utang Usaha / Trade Payables	174.895.237	-	174.895.237	-
Pinjaman Bank / Bank Loans	9.250.000	-	9.250.000	-
Liabilitas Sewa / Lease Liability	1.139.665.391	-	1.139.665.391	-
Liabilitas Estimasi Biaya Pengembalian dan Pemeliharaan Pesawat / Liability of Estimated Costs for Aircraft Return and Maintenance	682.885.753	27.688.635	655.197.117	2.366,3% ▲
Liabilitas Imbalan Kerja Liability of Post-employment Benefits	5.184.445	3.072.356	2.112.089	68,7% ▲
Liabilitas Jangka Panjang Lain-lain Other Long-Term Liabilities	-	8.955.952	(8.955.952)	(100,0%) ▼
Jumlah Total	2.011.880.826	39.716.943	1.972.163.883	4.965,5% ▲

Per 31 Desember 2020, Perusahaan mencatatkan jumlah Liabilitas Jangka Panjang sebesar USD 2.011.880 ribu, naik USD 1.972.163 ribu atau 4.965% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 39.717 ribu. Kenaikan tersebut disebabkan oleh adanya Liabilitas sewa sebesar USD 1.139.665 ribu yang diikuti oleh kenaikan Liabilitas Estimasi Biaya Pengembalian dan Pemeliharaan Pesawat, utang usaha jangka panjang dan liabilitas imbalan kerja.

■ Utang usaha

Utang usaha jangka panjang dengan nilai per 31 Desember 2020 tercatat sebesar USD 174.895 ribu, merupakan utang restrukturisasi dengan Pertamina yang jatuh tempo lebih dari satu tahun.

■ Pinjaman bank

Pinjaman bank dengan nilai per 31 Desember 2020 tercatat sebesar USD 9.250 ribu, merupakan pinjaman bank yang jatuh tempo lebih dari satu tahun.

■ Liabilitas sewa, Liabilitas Estimasi Biaya Pengembalian dan Pemeliharaan Pesawat

Merupakan liabilitas atas sewa pesawat dan non pesawat sebagai dampak penerapan PSAK 73 "Sewa" yang mulai berlaku per 1 Januari 2020.

As of December 31, 2020, the Company recorded total Long-Term Liabilities of USD 2,011,880 thousand, an increase of USD 1,972,163 thousand or 4,965% compared to USD 39,717 thousand booked as of December 31, 2019. The increase mainly came from Lease Liability which was up by USD 1,139,665 thousand, followed by an increase in Liability of Estimated Costs for Aircraft Return and Maintenance, Trade Payables and Liability of Post-employment Benefits.

■ Trade Payables

The long-term trade payables as of December 31, 2020 were recorded at USD 174,895 thousand, representing the restructuring payables with a maturity of more than one year with Pertamina.

■ Bank Loans

The bank loans as of December 31, 2020 were recorded at USD 9,250 thousand, representing the bank loans with maturities of more than one year.

■ Liabilities of Lease, Estimated Costs for Aircraft Return and Maintenance

It represents the liabilities for aircraft and non-aircraft leases as a result of the implementation of PSAK 73 "Leases" which came into effect as of January 1, 2020.

■ **Liabilitas Imbalan Pasca Kerja**

Liabilitas Imbalan Pasca Kerja sampai dengan 31 Desember 2020 tercatat sebesar USD 5.184 ribu, naik USD 2.112 ribu atau 68% bila dibandingkan nilai per 31 Desember 2019 sebesar USD 3.072 ribu. Kenaikan tersebut terutama disebabkan oleh kenaikan jumlah pegawai tetap yang diperhitungkan dalam imbalan paska kerja.

■ **Liability of Post-employment Benefits**

The Liability of Post-employment Benefits as of December 31, 2020 was recorded at USD 5,184 thousand, an increase of USD 2,112 thousand or 68% from USD 3,072 thousand recorded as of December 31, 2019. The rise was mainly due to an increase in the number of permanent employees which were included in the post-employment benefits calculation.

EKUITAS (DEFISIENSI MODAL)

EQUITY (CAPITAL DEFICIENCY)

Ekuitas (Defisiensi Modal) 31 Desember 2019 - 2020 (dalam satuan USD)
Equity (Capital Deficiency) as of December 31, 2019 and 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Modal Saham Stock Capital	151.537.131	151.537.131	-	0,0%
Tambahan Modal Disetor Additional Paid-in Capital	(4.402.955)	(4.402.955)	-	0,0%
Komponen Ekuitas Lainnya Other Equity Components	10.805.993	13.468.900	(2.662.907)	(19,8%) ▼
Defisit Deficit	(446.916.024)	(140.944.831)	(305.971.193)	217,1% ▲
Kepentingan non-pengendali Non-Controlling Interests	18.746	90.173	(71.427)	(79,2%) ▼
Jumlah Total	(288.957.110)	19.748.417	-308.705.527	(1563,2%) ▼

Jumlah Ekuitas per 31 Desember 2020 sebesar minus USD 288.957 ribu, turun USD 308.705 ribu atau -1563,2% bila dibandingkan dengan nilai Ekuitas (Defisiensi Modal) per 31 Desember 2019 sebesar USD 19.748 ribu. Penurunan tersebut terutama disebabkan kerugian tahun 2020 sebesar USD 306.537 ribu.

The Total Equity as of December 31, 2020 was USD 288,957 thousand, down by USD 308,705 thousand or -1563.2% compared to the Equity (Capital Deficiency) as of December 31, 2019 of USD 19,748 thousand. The decrease was mainly due to Deficit in 2020 amounting to USD 306,537 thousand.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN

Statement of Profit or Loss and Other Comprehensive Income

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Tahun 2019 – 2020 (dalam satuan USD)
Statement of Profit or Loss and Other Comprehensive Income in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Pendapatan Usaha Operating Revenues	343.387.518	875.707.089	(532.319.571)	(60,8%)	▼
Beban Usaha Operating Expenses	649.978.833	807.096.756	(157.117.923)	(19,5%)	▼
Laba (Rugi) Usaha Operating Income (Profit/Loss)	(306.591.315)	68.610.333	(375.201.648)	(546,9%)	▼
Pendapatan Keuangan Financial Revenues	46.215.835	10.753.496	35.462.339	329,8%	▲
Beban Keuangan Financial Expenses	(110.588.659)	(14.697.439)	(95.891.220)	652,4%	▲
Laba (Rugi) Sebelum Pajak Income Before Tax	(370.964.139)	64.666.390	(435.630.529)	(673,7%)	▼
Laba (Rugi) Bersih Tahun Berjalan Net Income for the Year	(306.835.872)	42.852.741	(349.688.613)	(816,0%)	▼
Penghasilan Komprehensif Lain Other Comprehensive Income	298.615	(339.884)	638.499	(187,9%)	▲
Jumlah Laba Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	(306.537.258)	42.512.857	(349.050.115)	(821,0%)	▼

Kinerja Perusahaan pada tahun 2020 dapat dilihat dari nilai Laba (Rugi) Bersih Tahun Berjalan Perusahaan yang tercatat sebesar USD -306.835 ribu, turun USD 349.688 ribu atau 816% bila dibandingkan dengan tahun 2019 sebesar USD 42.852 ribu.

The Company's performance in 2020 can be seen its Net Income (Profit/Loss) for the Year which was recorded at USD -306,835 thousand, decreasing by USD 349,688 thousand or 816% compared to 2019 of USD 42,852 thousand.

PENDAPATAN USAHA

OPERATING REVENUES

Pendapatan Usaha Tahun 2019 – 2020 (dalam satuan USD)
Operating Revenues in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Penerbangan Berjadwal Scheduled Flights	315.981.790	836.528.714	(520.546.924)	(62,2%)	▼
Penerbangan Tidak Berjadwal Non-Scheduled Flights	9.613.678	8.287.883	1.325.795	16,0%	▲
Lainnya Others	17.792.050	30.890.492	(13.098.442)	(42,4%)	▼
Jumlah Total	343.387.518	875.707.089	(532.319.571)	(60,79%)	▼

Selama tahun 2020, Perusahaan berhasil membukukan Pendapatan Usaha sebesar USD 343.387 ribu, menurun USD 532.319 ribu atau 60,79% bila dibandingkan dengan tahun 2019 sebesar USD 875.707 ribu. Penurunan tersebut dikarenakan penurunan Pendapatan Usaha Penerbangan Berjadwal dan Lainnya sebesar 62% dan 42%.

During 2020, the Company managed to record Operating Revenues of USD 343,387 thousand, a decrease of USD 532,319 thousand or 60.79% compared to 2019 of USD 875,707 thousand. The decrease was due to a decline in the Operating Revenues of Scheduled Flights and Others by 62% and 42% respectively.

Pendapatan Usaha Penerbangan Berjadwal

Operating Revenue of Scheduled Flights

Pendapatan Penerbangan Berjadwal Lain Tahun 2019 – 2020 (dalam satuan USD)
Operating Revenue of Scheduled Flights in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Penumpang Passenger	244.296.276	756.299.579	(512.003.303)	(67,70%)	▼
Kargo Cargo	64.446.153	67.287.711	(2.841.558)	(4,22%)	▼
Kelebihan Bagasi Excess Baggage	5.125.386	6.906.620	(1.781.234)	(25,79%)	▼
Pemesanan Seat Seat Booking	2.113.975	6.034.803	(3.920.829)	(64,97%)	▼
Jumlah Total	315.981.790	836.528.714	(520.546.924)	(62,23%)	▼

Pendapatan Usaha dari Penerbangan Berjadwal tahun 2020 tercatat menurun USD 520.546 ribu atau 62% menjadi USD 315.981 ribu dibanding tahun sebelumnya sebesar USD 836.529 ribu. Penurunan tersebut terutama dikarenakan penurunan pendapatan usaha penerbangan penumpang sebesar USD 512.003 ribu atau 67% sehingga di akhir tahun 2020 menjadi USD 244.296 ribu.

The Operating Revenue from Scheduled Flights in 2019 was recorded to decrease by USD 520,546 thousand or 62% to USD 315,981 thousand compared to the previous year of USD 836,529 thousand. The decrease was mainly due to a decline in the passenger revenue by USD 512,003 or 67% so that at the end of 2020 it became USD 244,296 thousand.

Pendapatan Usaha Penerbangan Tak Berjadwal

Pendapatan Usaha dari Penerbangan Tak Berjadwal tahun 2020 tercatat meningkat USD 1.325 ribu atau 16% menjadi USD 9.613 ribu dibanding tahun sebelumnya sebesar USD 8.287 ribu. Perubahan tersebut dikarenakan meningkatnya penerbangan *charter*.

Operating Revenue of Non-Scheduled Flights

The Operating Revenue from Non-Scheduled Flights in 2020 was recorded to increase by USD 1,325 thousand or 16% to USD 9,613 thousand compared to the previous year of USD 8,287 thousand. The change was due to the increase in the charter flights.

Pendapatan Usaha Lainnya

Other Operating Revenues

Pendapatan Usaha Lain-lain Tahun 2019 – 2020 (dalam satuan USD)
Other Operating Revenues in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Refund Fee / Refund Fee	6.926.974	9.769.204	(2.842.230)	(29,09%) ▼
Sales on Board / Sales on Board	915.515	4.825.109	(3.909.594)	(81,03%) ▼
Administrasi / Administration	448.246	1.790.464	(1.342.218)	(74,96%) ▼
Passenger Service Charge / Passenger Service Charge	930.544	1.586.423	(655.879)	(41,34%) ▼
Jasa manajemen / Management Service	-	2.236.906	(2.236.906)	(100,00%) ▼
Lain-Lain / Others	8.570.771	10.682.388	(2.111.616)	(19,77%) ▼
Jumlah / Total	17.792.050	30.890.493	(13.098.443)	(42,40%) ▼

Pendapatan Lain-Lain di tahun 2020 tercatat menurun USD 13.098 ribu atau 42% menjadi USD 17.792 ribu dibanding tahun sebelumnya sebesar USD 30.891 ribu. Perubahan tersebut terutama disebabkan oleh *Sales on Board* menurun sebesar USD 3.909 ribu atau 81% sehingga pada akhir tahun 2020 menjadi USD 915 ribu, dan menurunnya pendapatan *refund fee* sebesar USD 2.842 ribu.

The Other Operating Revenues in 2020 were recorded a decrease of USD 13,098 thousand or 42% to USD 17,792 thousand compared to the previous year of USD 30,891 thousand. The change was mainly due to Sales on Board which decreased by USD 3,909 thousand or 81% so that at the end of 2020 it became USD 915 thousand, and a decrease in the refund fee revenue of USD 2,842 thousand.

BEBAN USAHA

OPERATING EXPENSES

Beban Usaha Tahun 2019 – 2020 (dalam satuan USD)
Operating Expenses in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Operasional Penerbangan Flight Operations	304.323.358	532.967.108	(228.643.750)	(42,90%) ▼
Pemeliharaan dan Perbaikan Maintenance and Repair	232.033.119	91.394.086	140.639.033	153,88% ▲
Tiket, Penjualan dan Promosi Tickets, Sales and Promotions	22.065.768	63.044.654	(40.978.886)	(65,00%) ▼
Bandara Airport	40.844.999	49.012.316	(8.167.317)	(16,66%) ▼
Pelayanan Penumpang Passenger Service	13.639.149	21.940.359	(8.301.210)	(37,84%) ▼
Administrasi dan Umum Administration and General Expenses	21.950.742	26.144.793	(4.194.051)	(16,04%) ▼
Jumlah Total	634.857.135	784.503.316	(149.646.181)	(19,08%) ▼

Secara keseluruhan, Beban Usaha tahun 2020 tercatat menurun USD 149.646 ribu atau 19% menjadi USD 634.857 ribu dibandingkan tahun sebelumnya sebesar USD 784.503 ribu. Perubahan tersebut terutama didorong oleh turunnya biaya operasional penerbangan sebesar USD 228.643 ribu atau 42%.

Overall, the Operating Expenses in 2020 recorded an decrease by USD 149,646 thousand or 19% to USD 634,857 thousand compared to the previous year of USD 784,503 thousand. The decrease was mainly driven by the decline in flight operating costs by USD 228,643 thousand or 42%.

Beban Operasional Penerbangan

Expenses of Flight Operations

Beban Operasional Penerbangan Tahun 2019 – 2020 (dalam satuan USD)
Expenses of Flight Operations in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Bahan Bakar / Fuel	121.450.668	241.777.285	(120.326.617)	(49,77%)	▼
Sewa Pesawat dan Perlengkapannya Lease of Aircraft and its Equipment	1.751.764	232.107.698	(230.355.934)	(99,25%)	▼
Gaji dan Tunjangan / Salaries and Allowances	44.594.255	48.342.665	(3.748.409)	(7,75%)	▼
Penyusutan / Depreciation	129.205.355	4.422.821	124.782.534	2.821,33%	▲
Asuransi / Insurance	4.350.816	3.749.285	601.531	16,04%	▲
Lainnya / Others	2.970.501	2.567.353	403.148	15,70%	▲
Jumlah / Total	304.323.358	532.967.107	(228.643.748)	(42,90%)	▼

Beban Operasional Penerbangan di tahun 2020 tercatat sebesar USD 304.323 ribu, turun USD 228.643 ribu atau 42% dibandingkan tahun 2019 sebesar USD 532.967 ribu. Perubahan tersebut terutama disebabkan oleh turunnya biaya Sewa Pesawat dan Perlengkapannya di tahun 2020 sebesar USD 230.355 ribu atau 99%.

The Expenses of Flight Operations in 2020 were recorded at USD 304,323 thousand, down by USD 228,643 thousand or 42% compared to 2019 of USD 532,967 thousand. The change was mainly caused by the decrease of USD 230,355 thousand or 99% in the Lease of Aircraft and its Equipment expense in 2020.

Beban Pemeliharaan dan Perbaikan

Expenses of Maintenance and Repair

Beban Pemeliharaan dan Perbaikan Tahun 2019 – 2020 (dalam satuan USD)
Expenses of Maintenance and Repair in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Pemeliharaan dan Perbaikan Maintenance and Repair	46.287.425	83.297.377	(37.009.952)	(44,43%)	▼
Penyusutan / Depreciation	183.942.607	6.079.358	177.863.249	2.925,69%	▲
Gaji dan Tunjangan / Salaries and Allowances	760.606	1.134.327	(373.721)	(32,95%)	▼
Lain-Lain / Others	1.042.481	883.024	159.457	18,06%	▲
Jumlah / Total	232.033.119	91.394.086	140.639.032	153,88%	▲

Beban Pemeliharaan dan Perbaikan di tahun 2020 tercatat sebesar USD 232.033 ribu, naik USD 140.639 ribu atau 153% dibandingkan tahun 2019 sebesar USD 91.394 ribu. Perubahan tersebut terutama disebabkan oleh peningkatan Beban Penyusutan sebesar 2.925%.

The Maintenance and Repair Expenses in 2020 were recorded at USD 232,033 thousand, up by USD 140,639 thousand or 153% compared to 2019 of USD 91,394 thousand. The change was mainly due to an increase in Depreciation by 2,925%.

Beban Tiket, Penjualan dan Promosi

Expenses of Tickets, Sales and Promotions

Beban Tiket, Penjualan dan Promosi Tahun 2019 – 2020 (dalam satuan USD)
Expenses of Tickets, Sales and Promotions in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Cashback online travel agent Online travel agent cashback	-	32.019.404	(32.019.404)	(100,00%)	▼
Komisi / Commission	12.194.370	19.197.684	(7.003.314)	(36,48%)	▼
Reservasi / Reservation	5.796.185	5.496.953	299.232	5,44%	▲
Promosi / Promotion	944.111	1.891.245	(947.134)	(50,08%)	▼
Gaji dan Tunjangan / Salaries and Allowances	2.384.149	3.081.212	(697.063)	(22,62%)	▼
Sewa / Lease	29.714	43.719	(14.005)	(32,03%)	▼
Lain-lain / Others	717.239	1.314.436	(597.1975)	(45,43%)	▼
Jumlah / Total	22.065.768	63.055.653	(40.978.885)	(65,00%)	▼

Beban Tiket, Penjualan dan Promosi di tahun 2020 tercatat sebesar USD 22.065 ribu, turun USD 40.978 ribu atau 65% dibandingkan tahun 2019 sebesar USD 63.056 ribu. Perubahan tersebut terutama disebabkan oleh penurunan cashback online travel agent di tahun 2020 sebesar USD 32.019 ribu.

The Expenses of Tickets, Sales and Promotion in 2020 were recorded at USD 22,065 thousand, down by USD 40,978 thousand or 65% compared to 2019 of USD 63,056 thousand. The change was mainly due to a decrease in Cashback for Online Travel Agents by USD 32,019 thousand.

Beban Bandara

Airport Expenses

Beban Bandara Tahun 2019 – 2020 (dalam satuan USD)
Airport Expenses in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Pelayanan Pesawat dan Penerbangan Aircraft and Flight Services	35.522.250	41.231.554	(5.709.304)	(13,85%)	▼
Sewa / Lease	1.782.13	3.513.785	(1.731.648)	(49,28%)	▼
Gaji dan Tunjangan / Salaries and Allowances	2.824.495	3.646.448	(821.953)	(22,54%)	▼
Perlengkapan Operasional Operational Equipment	188.791	330.874	(142.083)	(42,94%)	▼
Penyusutan / Depreciation	3.443	2.910	533	18,32%	▲
Lain-lain / Others	523.883	286.746	237.137	82,70%	▲
Jumlah / Total	40.844.999	49.012.317	(8.167.318)	(16,66%)	▼

Beban Bandara di tahun 2020 tercatat sebesar USD 40.844 ribu, turun USD 8.167 ribu atau 16% dibandingkan tahun 2019 sebesar USD 49.012 ribu. Perubahan tersebut terutama disebabkan oleh penurunan Pelayanan Pesawat dan Penerbangan di tahun 2020 sebesar USD 5.709 ribu atau 13%.

The Airport Expenses in 2020 were recorded at USD 40,844 thousand, down by USD 8,167 thousand or 16% compared to 2019 of USD 49,012 thousand. The change was mainly due to a decrease in Aircraft and Flight Services in 2020 by USD 5,709 thousand or 13%.

Beban Pelayanan Penumpang

Passenger Service Expenses

Beban Pelayanan Penumpang Tahun 2019 - 2020 (dalam satuan USD) Passenger Service Expenses in 2019 - 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Gaji dan Tunjangan / Salaries and Allowances	11.277.762	14.143.726	(2.865.964)	(20,26%)	▼
Pelayanan Penumpang / Passenger Services	1.221.750	5.937.949	(4.716.199)	(79,42%)	▼
Irregularity / Irregularity	903.695	1.109.997	(206.301)	(18,59%)	▼
Pemakaian Persediaan Umum General Inventory Use	108.040	306.759	(198.719)	(64,78%)	▼
Lain-lain / Others	127.903	441.928	(314.025)	(71,06%)	▼
Jumlah / Total	13.639.149	21.940.359	(8.301.209)	(37,84%)	▼

Beban Pelayanan Penumpang di tahun 2020 tercatat sebesar USD 13.639 ribu, turun USD 8.301 ribu atau 37% dibandingkan tahun 2019 sebesar USD 21.940 ribu. Penurunan tersebut dikarenakan menurunnya beban Pelayanan Penumpang di tahun 2020 sebesar USD 4.716 ribu atau 79% dibandingkan dengan tahun sebelumnya yaitu USD 5.937 ribu.

The Passenger Service Expenses in 2019 were recorded at USD 13,639 thousand, down by USD 8,301 thousand or 37% compared to 2019 of USD 21,940 thousand. The decrease was due to a decline in the expenses of Passenger Services in 2020 by USD 4,716 thousand or 79% compared to the previous year of USD 5,937 thousand.

Beban Umum dan Administrasi

Administration and General Expenses

Beban Umum dan Administrasi Tahun 2019 - 2020 (dalam satuan USD) Administration and General Expenses in 2019 - 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal / Nominal	(%)	
Gaji dan Tunjangan / Salaries and Allowances	9.580.314	12.055.728	(2.475.414)	(20,53%)	▼
Piutang Tidak Tertagih / Uncollected Receivables	3.000.191	2.722.783	277.408	10,19%	▲
Asuransi / Insurance	2.779.405	2.681.607	97.798	3,65%	▲
Sewa / Lease	1.647.045	2.052.966	(405.921)	(19,77%)	▼
Pajak / Tax	210.243	1.708.701	(1.498.458)	(87,70%)	▼
Utilitas / Utility	1.721.178	1.632.480	88.698	5,43%	▲
Jasa Profesional dan Pelatihan Training and Professional Services	832.790	828.522	4.269	0,52%	▲
Penyusutan / Depreciation	997.488	815.189	182.299	22,36%	▲
Pemeliharaan dan Perbaikan Maintenance and Repair	546.164	810.181	(264.017)	(32,59%)	▼

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Perlengkapan Kantor / Office Supplies	99.155	2.722.783	(2.101)	(2,08%) ▼
Lain-lain / Others	536.768	735.380	(198.612)	(27,01%) ▼
Jumlah / Total	21.950.742	26.144.793	(4.194.051)	(16,04%) ▼

Beban Umum dan Administrasi di tahun 2020 tercatat sebesar USD 21.950 ribu, turun USD 4.194 ribu atau 16% dibandingkan tahun 2019 sebesar USD 26.145 ribu. Perubahan tersebut terutama disebabkan oleh penurunan beban gaji dan tunjangan sebesar USD 2.475 ribu atau 20% dan penurunan beban pajak di tahun 2020 sebesar USD 1.498 ribu atau 87%.

The Administration and General Expenses in 2020 were recorded at USD 21,950 thousand, down USD 4,194 thousand or 16% compared to 2019 of USD 26,145 thousand. The change was mainly due to a decrease in expenses of Salaries and Allowances by USD 2,475 thousand or 20% and in by Tax Expenses by USD1,498 thousand or 87%.

Pendapatan (Beban) Usaha Lain-Lain

Other Operating Revenues (Expenses)

Pendapatan (Beban) Usaha Lain-Lain Tahun 2019 – 2020 (dalam satuan USD) Other Operating Revenues (Expenses) in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth	
			Nominal / Nominal	(%)
Keuntungan Selisih Kurs Mata Uang Asing – Bersih Gains from Foreign Exchange Rate Differences – Net	609.373	(9.660.931)	10.270.309	(106,31%) ▼
Pendapatan (Beban) Lain-Lain - Bersih Other Revenues (Expenses) - Net	(15.731.070)	(12.932.504)	(2.798.566)	21,64% ▲
Jumlah Total	(15.121.698)	(22.593.440)	7.471.742	(33,07%) ▼

■ Keuntungan Selisih Kurs Mata Uang Asing – Bersih
Keuntungan Selisih Kurs Mata Uang Asing – Bersih di tahun 2020 tercatat sebesar USD 609 ribu sedangkan Kerugian Selisih Kurs Mata Uang Asing – Bersih tahun 2019 sebesar USD 9.660 ribu. Perubahan tersebut disebabkan oleh melemahnya nilai tukar Rupiah terhadap US Dollar di akhir tahun 2020.

■ Gains from Foreign Exchange Rate Differences – Net
The Gains from the Foreign Exchange Rate Differences - Net in 2020 were recorded at USD 609 thousand while in 2019 the Company recorded a Loss on the Foreign Exchange Rate Differences - Net at USD 9,660 thousand. This change was caused by the weakening of the Rupiah exchange rate against the US Dollar at the end of 2020.

■ Pendapatan (Beban) Lain-Lain – Bersih
Pendapatan (Beban) Lain-Lain – Bersih di tahun 2020 tercatat sebesar USD 15.731 ribu, naik USD 2.798 ribu atau 21% dibandingkan tahun 2019 sebesar USD 12.932 ribu. Perubahan tersebut terutama disebabkan oleh adanya denda keterlambatan pembayaran ke Pertamina.

■ Other Revenues (Expenses) – Net
The Other Revenues (Expenses) – Net in 2020 were recorded at USD 15,731 thousand, up by USD 2,798 thousand or 21% compared to 2019 of USD 12,932 thousand. The change was mainly due to the penalty for late payment to Pertamina.

LABA (RUGI) USAHA

Secara keseluruhan, Perusahaan mencatatkan Rugi Usaha tahun 2020 sebesar USD 306.591 ribu, jumlah tersebut turun jika dibandingkan dengan pencapaian tahun lalu yang tercatat Laba Usaha sebesar USD 68.610 ribu. Perubahan tersebut terutama didorong oleh penurunan pendapatan penerbangan berjadwal sebesar USD 520.547 ribu.

LABA (RUGI) SEBELUM PAJAK

Laba (Rugi) Sebelum Pajak tahun 2020 tercatat turun USD 435.631 ribu atau 674% menjadi rugi USD 370.964 ribu dibandingkan Laba Bersih Tahun Berjalan pada 2019 sebesar USD 64.666 ribu. Perubahan tersebut terutama didorong oleh menurunnya Laba (Rugi) Usaha di tahun 2020 sebesar USD 375.202 ribu dibandingkan tahun 2019.

LABA (RUGI) BERSIH TAHUN BERJALAN

Laba Tahun Berjalan tahun 2020 tercatat turun USD 349 ribu atau 816% menjadi rugi USD 306.836 ribu dibandingkan Laba Bersih Tahun Berjalan pada 2019 sebesar USD 42.853 ribu. Perubahan tersebut terutama didorong oleh menurunnya Laba Usaha di tahun 2020 sebesar USD 375.202 ribu dibandingkan tahun 2019.

PENGHASILAN KOMPREHENSIF LAIN

OPERATING INCOME (PROFIT/LOSS)

Overall, the Company recorded an Operating Profit (Loss) in 2020 of USD 306,591 thousand, decreasing from the last year's achievement of USD 68,610 thousand. The change was mainly driven by a decrease in scheduled flight revenue by USD 520,547 thousand.

PROFIT (LOSS) BEFORE TAX

The Profit (Loss) Before Tax in 2020 was recorded to decrease by USD 435,631 thousand or 674% to USD 370,964 thousand compared to Net Profit for the Year 2019 of USD 64,666 thousand. This change was mainly driven by the decrease in Operating Profit (Loss) by USD 375,202 thousand compared to 2019.

NET PROFIT (LOSS) FOR THE FINANCIAL YEAR

The Profit for the Financial Year of 2020 was recorded to decrease by USD 349 thousand or 816% to become a Loss of USD 306,836 thousand compared to previous year Profit of USD 42,853 thousand. This change was mainly driven by the decline in Operating Profit in 2020 by USD 375,202 thousand compared to 2019.

OTHER COMPREHENSIVE INCOME

Penghasilan Komprehensif Lain Tahun 2019 – 2020 (dalam satuan USD)
Other Comprehensive Income in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan / Growth		
			Nominal Nominal	(%)	
Pos-Pos yang Tidak Akan Direklasifikasi Kemudian ke Laba Rugi Items That Will Not Be Reclassified Later to Profit/Loss					
Revaluasi Aset Tetap Fixed Asset Revaluation	730.392	(225.322)	955.714	424,2%	▲
Keuntungan Aktuarial atas Liabilitas Imbalan Pasca Kerja Actuarial Gains on Post-Employment Benefits Liability	(336.616)	(243.177)	(93.440)	38,4%	▲
Beban Pajak Terkait Related Tax Expenses	(78.755)	117.125	(195.880)	(167,2%)	▼
Translasi Translation	(16.406)	11.490	(27.896)	(242,8%)	▼
Jumlah Total	298.615	(339.884)	638.499	187,9%	▲

Penghasilan Komprehensif Lain di tahun 2020 tercatat sebesar USD 298 ribu, naik sebesar USD 638 ribu atau 187% bila dibandingkan dengan tahun sebelumnya yaitu sebesar minus USD 339.884 ribu. Kenaikan tersebut terutama disebabkan oleh meningkatnya revaluasi aset tetap di tahun 2020 sebesar USD 955 ribu atau 424%.

JUMLAH LABA (RUGI) KOMPREHENSIF TAHUN BERJALAN

Jumlah Laba Komprehensif Tahun Berjalan tercatat turun sebesar USD 349.050 ribu atau 821% menjadi rugi USD 306.537 ribu di tahun 2020 bila dibandingkan dengan Jumlah Laba Komprehensif Tahun Berjalan pada 2019 sebesar USD 42.513 ribu. Penurunan tersebut disebabkan oleh menurunnya Laba Bersih Periode Berjalan pada tahun 2020 sebesar USD 349.689 ribu dibandingkan tahun 2019.

The Other Comprehensive Income in 2020 was recorded at USD 298 thousand, up by USD 638 thousand or 187% compared to the previous year of minus USD 339,884 thousand. The increase was mainly due to the rise in the Revaluation of Fixed Assets in 2020 by USD 955 thousand or 424%.

TOTAL COMPREHENSIVE PROFIT (LOSS) FOR THE FINANCIAL YEAR

The Total Comprehensive Profit (Loss) for the Financial Year of 2020 was recorded to decrease by USD 349,050 thousand or 821% to USD 306,537 thousand compared to the 2019 figure of USD 42,513 thousand. The decrease was due to the decline in Net Profit for the Financial Year of 2020 by USD 349,689 thousand compared to 2019.

LAPORAN ARUS KAS

Cash Flow Statement

Laporan Arus Kas Tahun 2019 - 2020 (dalam satuan USD)
Cash Flow Statement in 2019 - 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan Growth		
			Nominal Nominal	(%)	
Arus Kas Diperoleh dari (Digunakan untuk) Aktivitas Operasi Cash Flow Earned from (Used for) Operating Activities	91.214.297	168.027.501	(76.813.204)	(45,7%)	▼
Arus Kas Diperoleh dari (Digunakan untuk) Aktivitas Investasi Cash Flow Earned from (Used for) Investing Activities	(14.783.341)	(99.524.345)	84.741.004	(85,1%)	▼
Arus Kas Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan Cash Flow Earned from (Used for) Funding Activities	(79.059.207)	(56.526.372)	(22.532.835)	39,9%	▲
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	-2.628.251	11.976.784	(14.605.034)	(121,9%)	▼
Kas dan Setara Kas Pada Awal Tahun Cash and Cash Equivalents at the Beginning of the Year	23.833.854	11.403.656	12.430.198	109,0%	▲
Efek Perubahan Kurs Mata Uang Asing Effects of Changes in Foreign Exchange Rates	(207.718)	453.414	(661.132)	(145,8%)	▼
Kas dan Setara Kas Pada Akhir Tahun Cash and Cash Equivalents at the End of the Year	20.997.885	23.833.854	(2.835.969)	(11,9%)	▼

Arus Kas Perusahaan pada tahun 2020 menunjukkan adanya penurunan sebesar USD 2.628 ribu, bila dibandingkan dengan kenaikan Arus Kas pada tahun 2019 sebesar USD 11.976 ribu. Secara keseluruhan, perubahan Arus Kas pada tahun 2020 mengalami penurunan sebesar USD 2.835 ribu. Perubahan tersebut terutama berasal dari penurunan Arus Kas Diperoleh dari (Digunakan untuk) Aktivitas Operasi USD 76.813 ribu sebesar 45%.

The Company's Cash Flows in 2020 showed to decrease by USD 2,628 thousand, compared to the Cash Flows in 2019 of USD 11,976 thousand. Overall, the Cash Flows in 2020 experienced a decrease of USD 2,835 thousand. The change mainly came from the Cash Flows Earned from (Used for) Operating Activities which declined by USD 76,813 thousand or 45%.

ARUS KAS DIPEROLEH DARI (DIGUNAKAN UNTUK) AKTIVITAS OPERASI

Arus Kas Diperoleh dari (Digunakan untuk) Aktivitas Operasi Tahun 2019 - 2020 (dalam satuan USD)
The Cash Flows Received from (Used for) Operating Activities in 2019 - 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan Growth		
			Nominal Nominal	(%)	
Penerimaan Kas dari Pelanggan / Cash Received from Customers	319.391.057	928.380.248	(608.989.191)	(65,6%)	▼
Pengeluaran Kas kepada Pemasok / Cash Disbursement to Suppliers	(153.413.694)	(696.828.616)	543.414.922	(78,0%)	▼
Pengeluaran Kas kepada Karyawan / Cash Disbursement to Employees	(58.488.722)	(59.478.651)	989.929	(1,7%)	▼
Penerimaan Pengembalian Pajak / Tax Refunds Received	899.825	2.434.079	(1.534.254)	(63,0%)	▼
Pembayaran Beban Keuangan / Financial Expense Payments	(17.174.169)	(6.479.559)	(10.694.610)	165,1%	▲
Jumlah / Total	91.214.297	168.027.501	(76.813.204)	(45,7%)	▼

Arus Kas dari Aktivitas Operasi tahun 2020 tercatat sebesar USD 91.214 ribu, turun USD 76.813 ribu atau 45% bila dibandingkan dengan tahun 2019 sebesar USD 168.028 ribu. Hal tersebut disebabkan oleh penurunan penerimaan kas dari pelanggan pada tahun 2020 sebesar USD 608.989 ribu atau 65%.

The Cash Flow from Operating Activities in 2020 was recorded at USD 91,214 thousand, down by USD 76,813 thousand or 45% compared to 2019 of USD 168,028 thousand. This was due to the decrease in cash received from the customers in 2020 by USD 608,989 thousand or 65%.

ARUS KAS DIPEROLEH DARI (DIGUNAKAN UNTUK) AKTIVITAS INVESTASI

CASH FLOWS EARNED FROM (USED FOR) INVESTING ACTIVITIES

Arus Kas Diperoleh dari (Digunakan untuk) Aktivitas Investasi Tahun 2019 – 2020 (dalam satuan USD)
Cash Flows Earned from (Used for) Investing Activities in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan Growth		
			Nominal Nominal	(%)	
Penerimaan pengembalian dana cadangan pemeliharaan Refund of maintenance reserve received	1.891.891	1.820.568	71.323	3,9%	▲
Penerimaan Bunga Interest Income	225.156	1.890.794	(1.665.638)	(88,1%)	▼
Perolehan aset tetap Acquisition of fixed assets	(16.149.629)	(763.511)	(15.386.118)	2.015,2%	▲
Pembayaran uang jaminan Security deposits paid	(750.759)	(3.238.350)	2.487.591	(76,8%)	▼
Pembayaran dana cadangan pemeliharaan Maintenance reserve fund paid	-	(94.189.219)	94.189.219	(100,0%)	▼
Perolehan aset pemeliharaan pesawat Acquisition of aircraft maintenance assets	-	(5.008.966)	5.008.966	(100,0%)	▼
Penambahan investasi Additional investments	-	(35.661)	35.661	(100,0%)	▼
Penerimaan pengembalian uang jaminan Refund of security deposits received	1.891.891	1.820.568	71.323	3,9%	▲
Jumlah Total	(14.783.341)	(99.524.345)	84.741.004	(85,1%)	▼

Arus Kas digunakan untuk Aktivitas Investasi tahun 2020 tercatat sebesar USD 14.783 ribu, turun USD 84.741 ribu atau 85% bila dibandingkan dengan tahun 2019 sebesar USD 99.524 ribu. Hal tersebut terutama disebabkan oleh menurunnya pengeluaran untuk dana pemeliharaan pesawat sebesar USD 94.189 ribu atau 100%.

The Cash Flow from/for Investing Activities in 2020 was recorded at USD 14,783 thousand, decreasing by USD 84,741 thousand or 85% compared to 2019 of USD 99,524 thousand. This was mainly due to the decrease in expenditure for aircraft maintenance fund by USD 94,189 thousand or 100%.

**ARUS KAS DIPEROLEH DARI (DIGUNAKAN UNTUK)
AKTIVITAS PENDANAAN**

**CASH FLOWS EARNED FROM (USED FOR) FUNDING
ACTIVITIES**

Arus Kas Diperoleh Dari (Digunakan untuk) Aktivitas Pendanaan Tahun 2019 – 2020 (dalam satuan USD)
Cash Flows Earned From (Used for) Funding Activities in 2019 – 2020 (in USD)

Uraian / Description	2020	2019	Pertumbuhan Growth		
			Nominal Nominal	(%)	
Penerimaan pinjaman bank Bank loans received	29.916.865	213.402.866	(183.486.001)	(86,0%)	▼
Penerimaan pinjaman bank jangka panjang Long-term bank loans received	10.000.000	-	10.000.000		
Pembayaran liabilitas sewa Lease liability paid	(40.252.622)	-	(40.252.622)		
Penyertaan modal dari entitas non pengendali Equity participation from non-controlling entities	-	71.632	(71.632)	(100,0%)	▼
Penerimaan pinjaman pemegang saham Shareholder loans received	14.293.466	-	14.293.466		
Pembayaran pinjaman pemegang saham Shareholder loans paid	(6.971.788)	(33.300.000)	26.328.212	(79,1%)	▼
Pembayaran pinjaman bank jangka pendek Short-term bank loans paid	(86.045.128)	(236.700.870)	160.655.742	(67,9%)	▼
Jumlah Total	(79.059.207)	(56.526.372)	(22.532.835)	39,9%	▲

Arus Kas digunakan untuk Aktivitas Pendanaan tahun 2020 tercatat sebesar USD 79.059 ribu, naik USD 22.532 ribu atau 39% bila dibandingkan dengan penggunaan kas untuk aktivitas pendanaan tahun 2019 sebesar USD 56.526 ribu. Hal tersebut disebabkan oleh adanya pembayaran liabilitas sewa di tahun 2020 sebesar USD 40.252 ribu.

The Cash Flow from/for Funding Activities in 2020 was recorded at USD 79,059 thousand, increasing by USD 22,532 thousand or 39% compared to 2019 of USD 56,526 thousand. This was mainly due to the payment of Lease Liability in 2020 amounting to USD 40,252 thousand.

ANALISIS KEMAMPUAN MEMBAYAR UTANG, KOLEKTIBILITAS PIUTANG DAN RASIO KEUANGAN LAINNYA

Analysis of Solvency, Receivables Collectability and Other Financial Ratios

Rasio Keuangan Tahun 2019 – 2020
Financial Ratios in 2019 – 2020

Uraian Description	2020	2019	
Rasio Likuiditas (%) / Liquidity Ratios (%)			
<i>Current Ratio</i> / Current Ratio	6,67%	18,10%	▼
<i>Cash Ratio</i> / Cash Ratio	2,90%	4,50%	▼
Rasio Solvabilitas / Solvency Ratios			
<i>Debt to Equity Ratio (DER)</i> / Debt to Equity Ratio (DER)	n.a.	7,91x	
<i>Debt to Asset Ratio (DAR)</i> / Debt to Asset Ratio (DAR)	0,05	0,27x	▼
Rasio Profitabilitas (%) / Profitability Ratios (%)			
<i>Operating Income Ratio (OPM)</i> / Operating Income Ratio (OPM)	-89,28%	7,83%	▼
<i>Net Profit Margin (NPM)</i> / Net Profit Margin (NPM)	-89,36%	4,89%	▼
<i>Return on Assets (ROA)</i> / Return on Assets (ROA)	-12,53%	7,28%	▼
<i>Return of Equity (ROE)</i> / Return of Equity (ROE)	n.a.	216,99%	

KEMAMPUAN MEMBAYAR UTANG

Solvency

RASIO LIKUIDITAS

Rasio likuiditas mencerminkan kemampuan Perusahaan untuk memenuhi kewajibannya, terutama kewajiban dalam jangka pendek. Tingkat likuiditas Perusahaan dapat dilihat dari *Cash Ratio* dan *Current Ratio*.

Current Ratio

Perusahaan mencatatkan *Current Ratio* sebesar 6,67% di tahun 2020, lebih rendah dibandingkan tahun 2019 sebesar 18,1%. Hal tersebut menunjukkan penurunan kemampuan Perusahaan untuk memenuhi kewajiban jangka pendeknya dengan menggunakan Aset Lancar yang tersedia.

Cash Ratio

Perusahaan mencatatkan *Cash Ratio* di tahun 2020 yaitu sebesar 2,90%, turun jika dibandingkan tahun 2019 sebesar 4,50%. Hal tersebut menunjukkan penurunan Kas dan Setara Kas yang tersedia untuk memenuhi kewajiban jangka pendeknya.

RASIO SOLVABILITAS

Rasio Solvabilitas merupakan ukuran untuk menilai kemampuan Perusahaan untuk melunasi seluruh utang yang dimilikinya menggunakan seluruh aset atau modal Perusahaan. Pengukuran solvabilitas menggunakan *Debt to Equity Ratio* (DER) dan *Debt to Assets Ratio* (DAR).

Debt to Equity Ratio (DER)

Di tahun 2020, DER Perusahaan tidak dapat diukur, dikarenakan nilai ekuitas negatif.

Debt to Assets Ratio (DAR)

Pada tahun 2020, Perusahaan memiliki DAR sebesar 0,05x, menurun bila dibandingkan DAR tahun 2019 sebesar 0,27x. Hal tersebut menunjukkan bahwa Perusahaan mengalami perbaikan dengan penurunan angka *Debt*.

LIQUIDITY RATIO

The liquidity ratio reflects the Company's ability to meet its obligations, especially obligations in the short term. The Company's liquidity level can be seen from the Cash Ratio and Current Ratio.

Current Ratio

The Company recorded a Current Ratio of 6.67% in 2020, lower than in 2019 of 18.1%. This shows a decrease in the Company's ability to meet its short-term obligations by using the available Current Assets.

Cash Ratio

The Company recorded a Cash Ratio in 2020 at 2.90%, down from 4.50% in 2019. This indicates a decrease in Cash and Cash Equivalents available to meet its short-term obligations.

SOLVENCY RATIO

Solvency Ratio is a measure to assess the Company's ability to pay off all of its debts using all of the Company's assets or capital. Solvency measurement uses Debt to Equity Ratio (DER) and Debt to Assets Ratio (DAR).

Debt to Equity Ratio (DER)

In 2020, the Company's DER cannot be measured, due to the negative equity value.

Debt to Assets Ratio (DAR)

In 2020, the Company recorded a DAR of 0.05x, a decrease compared to the 2019 DAR of 0.27x. This shows that the Company has made an improvement in its Debt by lowering it.

TINGKAT KOLEKTIBILITAS PIUTANG

Receivables Collectability

Tingkat kolektibilitas piutang merupakan tolak ukur tingkat kemampuan Perusahaan dalam menagih piutang (*collecting period*). Perusahaan menggunakan rasio *Average Collection Period* (ACP). Semakin kecil nilai ACP menandakan kenaikan kemampuan Perusahaan dalam menagih piutangnya.

The collectability of receivables is a measure of the level of the Company's ability to collect its receivables. The Company uses the Average Collection Period (ACP) ratio. Smaller ACP rate indicates an increase in the Company's ability to collect its receivables.

Average Collection Period Tahun 2019 – 2020
Average Collection Period in 2019 – 2020

Uraian Description	2020	2019	
Average Collection Period (hari) Average Collection Period (day)	13,0	4,3	▲

Pada tahun 2020, Perusahaan mencatatkan ACP selama 13 hari, naik bila dibandingkan tahun 2019 selama 4,3 hari. Hal tersebut menunjukkan bahwa terjadi kenaikan tingkat kolektabilitas piutang.

In 2020, the Company recorded ACP of 13 days, up compared to 2019 of 4.3 days. This shows that there is an increase in the Company's collectibility of receivables.

KEMAMPUAN MENGHASILKAN LABA

Profitability

Kemampuan Perusahaan dalam menghasilkan laba dapat diukur dengan menggunakan rasio profitabilitasnya, yaitu melalui *Operating Profit Margin (OPM)*, *Net Profit Margin (NPM)*, *Return on Equity (ROE)* dan *Return on Assets (ROA)*.

The Company's ability to generate profits can be measured using its profitability ratios, namely Operating Profit Margin (OPM), Net Profit Margin (NPM), Return on Equity (ROE) and Return on Assets (ROA).

OPERATING PROFIT MARGIN (OPM)

OPM menunjukkan kemampuan Perusahaan untuk mengendalikan biaya operasional dalam hubungannya dengan penjualan. OPM di tahun 2020 tercatat sebesar -89,28%, angka tersebut mengalami penurunan jika dibandingkan tahun 2019 sebesar 7,83%. Perubahan tersebut menunjukkan bahwa pada 2020 kinerja Perusahaan mengalami penurunan.

OPERATING PROFIT MARGIN (OPM)

OPM demonstrates the Company's ability to control operating costs in relation to sales. OPM in 2020 was recorded at -89.28%, a decrease compared to 2019 of 7.83%. The decrease indicates that in 2020 the Company's performance was declining.

NET PROFIT MARGIN (NPM)

NPM merupakan besaran persentase keuntungan bersih yang diperoleh Perusahaan dari hasil penjualan. Di tahun 2020, Perusahaan mencatatkan NPM sebesar -89,36%, turun dibandingkan tahun 2019 sebesar 4,89%. Perubahan tersebut disebabkan oleh adanya penurunan kinerja di tahun 2020.

NET PROFIT MARGIN (NPM)

NPM is the percentage of net profit earned by the Company from sales. In 2020, the Company recorded an NPM of -89.36%, a decrease compared to 2019 of 4.89%. This was caused by a decline in performance in 2020.

RETURN ON EQUITY (ROE)

ROE merupakan besar penghasilan atau *income* yang tersedia bagi pemilik Perusahaan atas modal yang diinvestasikan di dalam Perusahaan. ROE Perusahaan di tahun 2020 tidak dapat diukur, dikarenakan nilai ekuitas negatif.

RETURN ON EQUITY (ROE)

ROE is the amount of income available to the owners of the Company for the capital they invested in the Company. The Company's ROE in 2020 cannot be measured, due to the negative equity value.

RETURN ON ASSETS (ROA)

ROA mengukur kemampuan Perusahaan dalam menggunakan seluruh aset yang tersedia untuk operasi Perusahaan dalam menghasilkan keuntungan. Di tahun 2020, ROA Perusahaan tercatat sebesar -12,53%, turun bila dibandingkan dengan tahun 2019 sebesar 7,28%. Perubahan tersebut menunjukkan bahwa Perusahaan mengalami penurunan di tahun 2020 bila dibandingkan dengan tahun 2019.

RETURN ON ASSETS (ROA)

ROA measures the Company's ability to use all available assets for the Company's operations to generate profits. In 2020, the Company's ROA was recorded at -12.53%, down from 7.28% in 2019. This indicates that the Company experienced a decline in 2020 compared to 2019.

ANALISIS PENCAPAIAN TARGET 2020 DAN PROYEKSI KE DEPAN

Analysis of 2020 Target Achievements and Future Projections

Manajemen senantiasa memonitor perkembangan kinerja operasional dan finansial Perusahaan selama tahun berjalan agar dapat memenuhi target yang telah ditetapkan pada awal tahun. Perbandingan antara target dan realisasi untuk tahun buku 2020 dapat dilihat pada tabel dibawah berikut ini:

The management continuously monitors the development of the Company's operational and financial performance during the current year in order to meet the targets set at the beginning of the year. The comparison between targets and realizations for the 2020 financial year can be seen in the table below:

Indicators	YTD Dec 2020	Target RKAP 2020	Weight	%	Achievement Score	Score
	a	b		(a/b)	d	d*c
Financial Perspective						
Total Revenue (USD Mio)	343	1.111	9	31%	75%	6,8
Cost/ASK (USCent)	4,56	5,37	6	115%	125%	7,5
Rev/ASK (USCent)	3,38	5,81	6	58%	75%	4,5
Cost/ASK excl. fuel (USCent)	3,36	3,52	6	104%	100%	6,0
Net Profit (USD Mio)	(306,8)	4,0	10	(7755%)	75%	7,5
Customer Perspective						
Customer Satisfaction Index* (%)	81,5	85,0	3	96%	100%	3,0
OTP (%)	91,9	90,0	10	102%	100%	10,0
Schedule Reliability (%)	92,8	90,0	3	103%	100%	3,0
Brand Awareness* (%)	99,7	98,0	3	102%	100%	3,0
NPS* (%)	31	50	5	62%	75%	3,8
Internal Business Process Perspective						
Aircraft Utilization per Day (Hours)	07:19	08:43	3	84%	75%	2,3
ASK (Mio)	9.703	18.775	4	52%	75%	3,0
GCG Excellence**	76	80	3	95%	100%	3,0
Dispatch Reliability (%)	99,67	99,70	3	100%	100%	3,0
Incident Rate (per 1000 dep.)	0,262	0,648	3	106%	125%	3,8
Fuel Burn/BH (Litre)	2.597	2.582	6	101%	100%	6,0
IOSA	88,7 Conformity Level Audit Trial to ISM Ed. 13 2020	IOSA Readiness (Update Freighter AOC)	3	89%	75%	2,3
Own Channel Contribution (%)	22	20	4	110%	125%	5,0
Learning and Growth						
Culture Organization Health Index*** (%)	85,2	80,0	4	107%	125%	5,0
Employee Engagement Result**** (%)	74,5	80,0	3	93%	75%	2,3
Employee Service Satisfaction Index**** (%)	85	75	3	113%	125%	3,8
Total		100,0			94,3	

Pengukuran nilai per KPI dilakukan dengan ketentuan sebagai berikut:

Kriteria (Realisasi/Target) Criteria (Realization/Target)	Keterangan Pencapaian Achievement Description	Skor Pencapaian Achievement Score
< 95%	Tidak Mencapai Not Achieved	75%
95% - 105%	Mencapai Achieved	100%
>105%	Melebihi Exceeded	125%

Note:

Update IOSA berdasarkan dari Trial Audit IOSA dari ACS dengan menggunakan ISM Ed. 13 AC Utilization per day based on Online AC (*) 2019 Brand Health Tracking, Survey dilakukan Mei 2020
(**) Penilaian GCG Score dilakukan Des 2019
(***) Positive Energy Index, Employee OCHI Survey dilakukan Des 2019
(****) Employee Service Satisfaction Index dan Employee Engagement Survey dilakukan Des 2019

Perbandingan Realisasi Laba Rugi dan Penghasilan Komprehensif Tahun 2020 dengan Target Tahun 2020 serta Proyeksi Tahun 2021 (dalam satuan USD)
Comparison of the Realized Profit (Loss) and Comprehensive Income with the Target in 2020 and Projections for 2021 (in USD)

Uraian Description	Target 2020 2020 Target	Realisasi 2020 2020 Realization	Pencapaian (%) Achievement (%)	Proyeksi 2021 2021 Projection
Pendapatan Usaha Operating Revenue	1.111.979.399	343.387.518	30,9%	768.866.803
Beban Usaha Operating Expense	(980.640.418)	(634.857.135)	64,7%	(751.301.868)
Pendapatan (Beban) Usaha Lainnya Other Operating Revenues (Expenses)	(12.209.000)	(15.121.698)	123,9%	-
Laba (Rugi) Usaha Operating Profit (Loss)	119.129.982	(306.591.315)	(257,4%)	17.564.935
Pendapatan Keuangan Financial Revenue	10.800.000	46.215.835	427,9%	5.663.056
Beban Keuangan Financial Expense	(121.462.506)	(110.588.659)	91,0%	(70.616.688)
Laba (Rugi) Sebelum Pajak Profit (Loss) Before Tax	8.467.475	(370.964.139)	(4381,0%)	(47.388.697)
Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) of the Financial Year	4.008.098	(306.835.872)	(7755,4%)	(35.541.522)
Penghasilan Komprehensif Lain Other Comprehensive Income	-	298.614		-
Jumlah Laba Komprehensif Tahun Berjalan Total Comprehensive Income for the Financial Year	4.008.098	(306.537.258)	-7647,9%	(35.541.522)

Pada tahun 2020, Perusahaan berhasil merealisasikan Pendapatan Usaha sebesar USD 343 Juta, dengan pencapaian 30,9% dari target RKAP 2020 sebesar USD 1.112 Juta. Perusahaan memproyeksikan Pendapatan Usaha tahun 2021 sebesar USD 769 Juta.

Realisasi Beban Usaha di tahun 2020 tercatat sebesar USD 635 Juta, dengan pencapaian 64,7% dari target RKAP 2020 sebesar USD 981 Juta. Perusahaan memproyeksikan Beban Usaha tahun 2021 sebesar USD 751 Juta.

Realisasi Laba/Rugi Usaha di tahun 2020 tercatat sebesar USD -306,6Juta, dengan pencapaian -257,4% dari target RKAP 2020 sebesar USD 119 Juta. Perusahaan memproyeksikan Laba Usaha tahun 2021 sebesar USD 17,6 Juta.

Realisasi Laba/Rugi Bersih Tahun Berjalan di tahun 2020 tercatat sebesar USD -306,8 Juta, dengan pencapaian -7755,4% dari target RKAP 2020 sebesar USD 4,0 Juta. Perusahaan memproyeksikan Laba (Rugi) Bersih tahun 2021 sebesar USD -35,5 Juta.

In 2020, the Company succeeded in realizing the Operating Revenues at USD 343 million, achieving 30.9% of the 2020 RKAP target of USD 1,112 million. The Company projects its 2021 Operating Revenues to reach USD 769 million.

The Operating Expenses in 2020 were recorded at USD 635 million, achieving 64.7% of the 2020 RKAP target of USD 981 million. The Company estimates its Operating Expenses in 2021 to reach USD 751 million.

The realization of Operating Profit/Loss in 2020 was recorded at USD -306.6 million, meaning -257.4% of the 2020 RKAP target of USD 119 million. The Company projects the Operating Profit in 2021 to reach USD 17.6 million.

The realization of Net Profit/Loss for 2020 was recorded at USD -306.8 million or -7755.4% of the 2020 RKAP target of USD 4.0 million. The Company estimates the 2021 Net Profit (Loss) to be at USD -35.5 million.

Realisasi Laba/Rugi Komprehensif Tahun Berjalan di tahun 2020 tercatat sebesar USD -306,6 Juta, dengan pencapaian -7647,9% dari target RKAP 2020 sebesar USD 4,0 Juta. Perusahaan memproyeksikan Laba (Rugi) Komprehensif tahun 2021 sebesar USD -35,5 Juta.

The realization of Comprehensive Profit/Loss for the 2020 Financial Year was recorded at USD -306.6 million, with an achievement of -7647.9% of the 2020 RKAP target of USD 4.0 Million. The Company expects the Comprehensive Profit (Loss) in 2021 to be at USD -35.5 Million.

Perbandingan Realisasi Posisi Keuangan Tahun 2020 dengan Target Tahun 2020 serta Proyeksi Tahun 2021 (dalam satuan USD)
Comparison of the Realization of Financial Position with the Target in 2020 and Projections for 2021 (in USD)

Uraian Description	Target 2020 2020 Target	Realisasi 2020 2020 Realization	Pencapaian (%) Achievement (%)	Proyeksi 2021 2021 Projection
Aset Assets	2.044.398.702	2.448.118.521	119,7%	2.097.135.017
Aset Lancar Current Assets	75.426.052	48.387.862	64,2%	82.284.600
Aset Tidak Lancar Non-Current Assets	1.968.972.649	2.399.730.659	121,9%	2.014.850.417
Liabilitas Liabilities	2.015.767.432	2.737.075.632	135,8%	2.366.421.506
Liabilitas Jangka Pendek Short-Term Liabilities	570.834.838	725.194.806	127,0%	1.016.184.092
Liabilitas Jangka Panjang Long-Term Liabilities	1.444.932.594	2.011.880.826	139,2%	1.350.237.414
Ekuitas (defisiensi modal) Equity (Capital Deficiency)	28.631.270	(288.957.109)	(1009,2%)	(269.286.490)

Realisasi jumlah Aset di tahun 2020 tercatat sebesar USD 2.448 Juta, dengan pencapaian 119,7% dari target RKAP 2020 sebesar USD 2.044 Juta. Perusahaan memproyeksikan jumlah Aset tahun 2021 sebesar USD 2.097 Juta.

The realization of Total Assets in 2020 was recorded at USD 2,448 million, achieving 119.7% of the 2020 RKAP target of USD 2,044 million. The Company projects its total assets in 2021 reach USD 2,097 million.

Realisasi jumlah Liabilitas di tahun 2020 tercatat sebesar USD 2.737 Juta, dengan pencapaian 135,8% dari target RKAP 2020 sebesar USD 2.015 Juta. Perusahaan memproyeksikan jumlah Liabilitas tahun 2021 sebesar USD 2.366 Juta.

The realization of Total Liabilities in 2020 was recorded at USD 2,737 million, reaching 135.8% of the 2020 RKAP target of USD 2,015 million. The Company estimates its total liabilities in 2021 to reach USD 2,366 Million.

Realisasi jumlah Ekuitas (Defisiensi Modal) di tahun 2020 tercatat sebesar USD -289 Juta, dengan pencapaian -1.009,2% dari target RKAP 2020 sebesar USD 29 Juta. Perusahaan memproyeksikan jumlah Ekuitas (Defisiensi Modal) tahun 2021 sebesar USD -269 Juta.

The realization of total Equity (Capital Deficiency) in 2020 was recorded at USD -289 million or -1,009.2% of the 2020 RKAP target of USD 29 million. The Company expects to see its Equity (Capital Deficiency) in 2021 to reach USD -269 Million.

Perbandingan Realisasi Struktur Modal Tahun 2020 dengan Target Tahun 2020 serta Proyeksi Tahun 2021 (dalam satuan USD)
Comparison of the Realization of Capital Structure with the Target in 2020 and Projections for 2021 (in USD)

Uraian Description	Target 2020 2020 Target	Realisasi 2020 2020 Realization	Pencapaian (%) Achievement (%)	Proyeksi 2021 2021 Projection
Pinjaman Loans				
Utang Bank Bank Loans	109.307.007	750.000	0,7%	36.250.000
Pinjaman dari Pihak Berelasi Loans from Related Parties	94.942.023	21.307.293	22,4%	87.571.207
Pinjaman Jangka Panjang Long-Term Loans	-	84.013.914		-
Jumlah Pinjaman Total Loans	204.249.030	106.071.207	51,9%	123.821.207
Kas dan Setara Kas Cash and Cash Equivalents	16.108.098	20.997.885	130,4%	21.757.939
Pinjaman Bersih Net Loan	188.140.932	85.073.322	45,2%	102.063.268
Ekuitas (Defisiensi Modal) Equity (Capital Deficiency)	28.631.270	(288.957.109)	(1.009,2%)	(269.286.490)
Rasio Pinjaman Bersih terhadap Ekuitas Net Loan to Equity Ratio	657%	(29%)	(4,5%)	(38%)

Pada tahun 2020, Rasio Pinjaman Bersih Terhadap Ekuitas tercatat sebesar -29%. Nilai tersebut berada di bawah dari target RKAP 2020 sebesar 657%. Rasio Pinjaman Bersih Terhadap Ekuitas 2021 diproyeksikan akan menjadi sebesar -38%.

Selain itu, untuk menyambut tahun 2021, Manajemen telah menyusun Rencana Kerja dan Anggaran (RKAP) 2021 sebagai acuan pokok Perusahaan dalam menjalankan aktivitas usahanya. Penetapan target tahun 2021 tersebut didasari oleh beberapa asumsi ekonomi makro dan asumsi internal Perusahaan sebagai berikut:

OUTLOOK PERTUMBUHAN EKONOMI NASIONAL 2021

Asumsi Bisnis 2021

Forecast Pertumbuhan Ekonomi Indonesia 2021

Pertumbuhan ekonomi Indonesia tahun 2021 diperkirakan akan berada di kisaran 5,0%. Merujuk kepada nota keuangan RAPBN 2021, berikut tantangan pembangunan dan pokok-pokok kebijakan RAPBN 2021*):

In 2020, the Net Debt to Equity Ratio was recorded at -29%. This figure is below the 2020 RKAP target of 657%. The 2021 Net Debt to Equity Ratio is projected to be -38%.

In addition, to welcome 2021, the Management has prepared the 2021 Work Plan and Budget (RKAP) as the main reference for the Company in conducting its business activities. The determination of the 2021 targets is based on several macroeconomic assumptions and the Company's internal assumptions as follows:

OUTLOOK OF NATIONAL ECONOMIC GROWTH IN 2021

2021 Business Assumptions

Forecast of Indonesian Economic Growth in 2021

Indonesia's economic growth in 2021 is estimated to be around 5.0%. Referring to the financial notes of the 2021 state budget plan (RAPBN), the following are the development challenges and the policy points of the 2021 RAPBN*):

- Proyeksi pertumbuhan ekonomi Indonesia 2021 belum stabil, akibat perkembangan COVID-19 yang tidak pasti.
- Ekonomi Indonesia 2021 diproyeksi tumbuh 4,5% - 5,5% dengan mempertimbangkan faktor vaksin COVID-19, reformasi struktural dan dukungan ekspansi fiskal.
- Perkembangan inflasi akan dipengaruhi kekuatan pemulihan permintaan dan daya beli masyarakat. Penambahan likuiditas di masyarakat dapat mendorong naiknya permintaan. Ketersediaan pasokan pangan dan kelancaran distribusi menjadi faktor kunci stabilitas harga dan mendukung ketahanan pangan.
- Kondisi global di tahun 2021 diperkirakan membaik, namun volatilitas di sektor keuangan global masih tetap perlu diwaspadai. Pemulihan ekonomi domestik di 2021 akan semakin menarik arus modal masuk dan memperkuat Rupiah.
- The Indonesia's economic growth in 2021 is yet to be stable, due to the uncertain development of COVID-19.
- The Indonesia's economy in 2021 is projected to grow 4.5% - 5.5% by considering the COVID-19 vaccine factor, structural reforms and support for fiscal expansion.
- The inflation developments will be influenced by the strength of demand recovery and people's purchasing power. The addition of liquidity in the community can encourage increasing demand. The availability of food supply and smooth distribution are key factors for price stability and food security.
- The global conditions are expected to improve in 2021, but volatility in the global financial sector still needs to be watched out for. The domestic economic recovery in 2021 will further attract capital inflows and strengthen the Rupiah.

Asumsi Dasar Ekonomi Makro 2021
Macroeconomic Basic Assumptions for 2021

	APBN 2020	RAPBN 2021	Perkembangan (%) Growth (%)
Pertumbuhan ekonomi nasional (%) National Economic Growth (%)	(1,1) - 0,2	4,5 - 5,5	5,4
Harga Minyak (US\$ per Barel) Oil Price (US\$ per Barrel)	45,0	35-40	20,0
Nilai tukar (Rupiah per Dolar AS) Exchange Rate (Rupiah per US Dollar)	14.400 - 14.800	14.600	0,0
Inflasi (% yoy) Inflation (% yoy)	2,0 - 4,0	3,0	0,0

Sumber: RAPBN 2021, Kementerian Keuangan RI
Source: RAPBN 2021, Indonesian Ministry of Finance

Potensi dan Prospek Ekonomi Daerah 2021

Dampak penyebaran COVID-19 terjadi di seluruh Indonesia. Penurunan permintaan domestik menjadi sumber utama pelemahan ekonomi di tahun 2020. Rendahnya konsumsi swasta serta pengalihan belanja negara pada sektor kesehatan menjadi tantangan yang berat dari sisi pembangunan ekonomi di Indonesia. Diproyeksikan penyebaran virus COVID-19 masih berlanjut di tahun 2021 menyebabkan ketidakpastian

Regional Economic Potentials and Prospects in 2021

The impact of the COVID-19 spread has touched almost every corner of Indonesia. The decline in domestic demand was the main source of the economic slowdown in 2020. The low private consumption and the diversion of state spending on the health sector posed serious challenges in terms of economic development in Indonesia. It is projected that the spread of the COVID-19 virus will continue in

global berdampak pada kinerja ekonomi daerah; yaitu ekspor luar negeri yang terbatas dan diikuti oleh menurunnya impor.

Namun sesuai dengan Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020-2024, Pemerintah akan melakukan pengembangan wilayah yang difokuskan untuk dapat mengurangi kesenjangan, dan juga memperkuat infrastruktur yang mendukung pengembangan ekonomi dan pelayanan dasar.

Salah satu target pengembangan pemerintah di tahun 2021 adalah pengembangan infrastruktur daerah dan pariwisata di Indonesia. Diharapkan pengembangan infrastruktur tersebut mampu mendorong pertumbuhan trafik penumpang dan kargo dari sisi pariwisata serta pertumbuhan bisnis melalui udara. Hal ini didukung dengan proyeksi pertumbuhan daerah di tahun 2021 yang menunjukkan tren positif dari tahun 2020 pada setiap daerah di Indonesia.

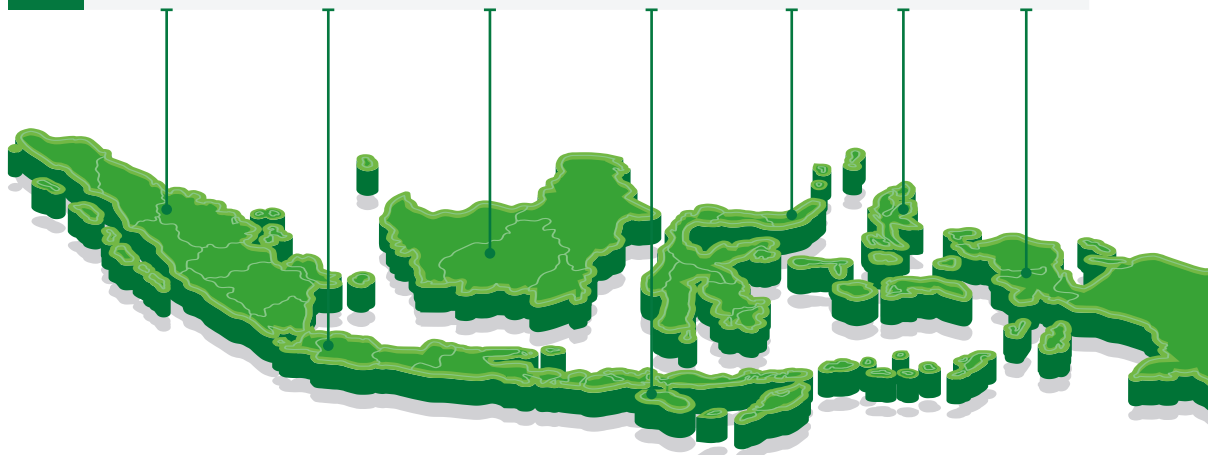
2021 causing global uncertainty which will have an impact on the regional economic performance due to lowering exports followed by a decline in imports.

However, in accordance with the National Medium-Term Development Plan (RPJMN) of 2020-2024, the Government will carry out regional development focusing on the reduction of inequality, and also strengthening the infrastructure that supports economic development and basic services.

One of the government's targets in 2021 is the development of regional infrastructure and tourism in Indonesia. It is hoped that the infrastructure development will be able to encourage the growth of passenger and cargo traffic in terms of tourism and the growth of business by air. This is supported by the projection of regional growth in 2021 which shows a positive trend from 2020 in every region in Indonesia.

Pertumbuhan Ekonomi Per Wilayah Tahun 2019-2021
Economic Growth per Area in 2019 -2021

	Sumatera	Jawa-Bali	Kalimantan	Nusa Tenggara	Sulawesi	Maluku	Papua
2019*	4,6	5,5	5,0	4,5	6,7	5,8	-10,7
2020*	(0,3) - 1,3	(0,5) - 0,8	(0,4) - 1,8	0,0 - 1,3	(0,5) - 2,1	(0,3) - 1,5	0,0 - 1,6
2021*	3,9 - 5,1	4,8 - 5,5	3,6 - 5,7	3,5 - 5,2	5,4 - 7,0	5,2 - 6,2	2,6 - 5,8



*) Proyeksi Bappenas Jul 2020
Bappenas Projection Jul 2020

Sumber: Rencana Kerja Pemerintah tahun 2021
Source: Government Work Plan in 2021

RENCANA KERJA TAHUN 2021

Citilink telah menetapkan strategi jangka panjang selama lima tahun ke depan yang disebut Citilink *Roadmaps*, strategi ini memuat pertumbuhan jangka panjang Citilink dari tahun 2020 hingga tahun 2024. *Roadmaps* 2020-2024 disusun melalui arahan dari tujuan perusahaan induk Garuda Indonesia serta Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020-2024.

Setelah berhasil melewati tahun 2020 dengan segala tantangan terjadi, pada tahun 2021 ini Citilink masih harus berjuang untuk memperbaiki performanya, mengingat pandemi COVID-19 yang diprediksi masih terus berlanjut. Strategi peningkatan stabilitas keuangan, perbaikan proses bisnis serta pengembangan produk menjadi fokus utama di tahun 2021.

Dalam mengimplementasikan strategi perusahaan, Citilink menggunakan pendekatan *balanced scorecard* yang di dalamnya terdapat beberapa perspektif yaitu Aspek *Learning & Growth*, Aspek *Internal Business Process*, Aspek *Customer* dan Aspek *Financial*.

Rencana dan implementasi *strategic objectives* menggunakan sejumlah indikator sehingga terukur dan mendukung sistem manajemen kinerja.

Aspek *Learning & Growth* mencakup *Competency Coverage*, *Employee Engagement Result*, *Employee Turnover*, *Revenue/Employee*, *Most Admired Employer* dan *High Performance Organization*. Hal ini sejalan dengan misi Citilink untuk dapat menjadi sebuah Perusahaan yang paling diminati untuk bekerja di Indonesia.

Aspek *Internal Business Process* mencakup tingkat utilisasi pesawat, tingkat produksi, nilai tata kelola perusahaan yang baik, *dispatch reliability*, *incident rate*, rata-rata pemakaian bahan bakar per jam, sertifikasi IOSA hingga tatanan saluran distribusi sendiri.

WORK PLAN FOR 2021

Citilink has set a long-term strategy for the next five years called Citilink Roadmaps. This strategy includes Citilink's long-term growth from 2020 to 2024. The 2020-2024 roadmap is prepared based on the direction of the objectives of the parent company Garuda Indonesia and the government's National Medium-Term Development Plan of 2020-2024 (RPJMN).

After successfully passing the year 2020 with all the challenges, in 2021 Citilink will still have to struggle to improve its performance, considering that the COVID-19 pandemic is predicted to continue. The strategy to improve financial stability, business processes and product development is the main focus in 2021.

In implementing the Company's strategy, Citilink uses a *balanced scorecard* approach in which there are several perspectives, namely *Learning & Growth Aspect*, *Internal Business Process Aspect*, *Customer Aspect* and *Financial Aspect*.

The implementation of plan and strategic objectives uses a number of indicators so that it is measurable and supports the performance management system.

The *Learning & Growth Aspect* includes *Competency Coverage*, *Employee Engagement Result*, *Employee Turnover*, *Revenue/Employee*, *Most Admired Employer* and *High Performance Organization*. This is in line with Citilink's mission to become the most desirable company to work for in Indonesia.

The *Aspect of Internal Business Process* includes aircraft utilization rates, production levels, good corporate governance values, *dispatch reliability*, *incident rates*, average hourly fuel consumption, IOSA certification and own distribution channel arrangement.

Aspek *Customer* terdiri dari indeks kepuasan konsumen, ketepatan jadwal penerbangan, *schedule reliability*, NPS dan tingkat kesadaran konsumen terhadap *brand* Citilink.

The Customer Aspect consists of consumer satisfaction index, flight schedule accuracy, schedule reliability, NPS and the level of consumer awareness of the Citilink brand.

Sedangkan untuk aspek *Financial* mencakup pendapatan, tingkat biaya per unit baik termasuk maupun di luar harga bahan bakar, tingkat pendapatan per unit hingga margin keuntungan operasi.

Meanwhile, the Financial Aspect includes revenue, cost per unit, including and excluding fuel price, income per unit and operating profit margin.

Citilink Roadmaps: 2020-2024



ASPEK PEMASARAN

Marketing Aspect

STRATEGI PEMASARAN

Industri penerbangan Indonesia mengalami dampak negatif dari pandemi. Tahun 2020 merupakan tahun penuh tantangan bagi Citilink, baik secara operasional maupun komersial. Dengan adanya pengendalian transportasi selama mudik Idul Fitri 1441 H (April – Juni 2020), pemberlakuan pembatasan sosial berskala besar (PSBB) hingga persyaratan terbang yang ditetapkan pemerintah membuat masyarakat/penumpang enggan untuk melakukan perjalanan menggunakan transportasi udara.

Oleh karena itu, Citilink melakukan beberapa perubahan dalam strategi pemasaran tahun 2020 namun tetap fokus pada target market utama yaitu segmen milenials. Strategi Citilink untuk bisa masuk ke pasar milenial, yaitu menjadi bagian dari generasi milenial itu sendiri. Sesuai dengan karakteristik utama milenial, Citilink membuat *brand positioning statement* **Innovative Modern Airline** sebagai *brand & marketing strategy*, yang fokus utamanya menjadi maskapai yang selalu berinovasi dalam layanan, produk dan menjadi *digital airline (high-tech)* serta selalu mengikuti trend (*up to date/kekinian*).

Innovative Modern Airline dalam konsep **Citilink New Journey** diterjemahkan melalui 3 pilar yaitu *education, sales* dan *activation*. Ketiga pilar ini yang menjaga koridor *touch point* pada *customer journey* agar tetap terjaga konsistensinya. Keseluruhan pengalaman terbang ini mencakup *pre-flight, in-flight* dan *post-flight*.

Pada pilar edukasi, Citilink menerapkan prosedur di masa adaptasi kebiasaan baru yang kemudian dijadikan sebuah *marketing campaign* Citilink *New Journey* dalam upaya untuk memberi rasa tenang, aman dan nyaman bagi penumpang baik di darat maupun pada saat terbang. Tujuan utama *marketing campaign* ini adalah untuk mengedukasi bahwa Citilink memastikan selalu menerapkan protokol kesehatan pada setiap penerbangan untuk mewujudkan penerbangan yang aman dan nyaman untuk kita semua. *Campaign* ini dipresentasikan dengan *hashtag* #CovidSafe dan #MulaiDariKitaAjaDulu.

Di tengah masa pandemi di saat frekuensi penerbangan turun secara drastis, Citilink tetap berinovasi dengan melakukan *revamp* aplikasi *mobile* Betterfly Citilink yang

MARKETING STRATEGY

The Indonesian aviation industry is experiencing a negative impact from the COVID-19 pandemic. The year of 2020 was full of challenges for Citilink, both operationally and commercially. The challenges include the restriction of transportation during the homecoming season of Eid al-Fitr 1441 H (April-June 2020), the implementation of lockdown in many cities while the flight requirements set by the government made the public/passengers reluctant to travel using air transportation.

Therefore, Citilink made several changes in its marketing strategy in 2020 but remained focused on the main target market, which is the millennial segment. Citilink's strategy to enter the millennial market is to be part of the millennial generation itself. In accordance with the main characteristics of millennials, Citilink made a brand positioning statement of **Innovative Modern Airline** as a brand & marketing strategy, whose main focus is being an airline that always innovates in services, products and becomes a digital airline (high-tech) and always follows the trend (up to date/contemporary).

The Innovative Modern Airline in the **Citilink New Journey** concept is actualized through 3 pillars, namely education, sales and activation. These three pillars maintain the touch point corridor on the customer journey so that consistency is maintained. This entire flying experience includes pre-flight, in-flight and post-flight.

In the education pillar, Citilink applies procedures during the adaptation period for new habits which are then used as a marketing campaign for Citilink *New Journey* in an effort to provide a sense of calm, safety and comfort for passengers both on the ground and while flying. The main purpose of this marketing campaign is to educate that Citilink ensures to always implement health protocols on every flight to create safe and comfortable flights for all of us. This campaign is presented with the *hashtags* #CovidSafe and #MulaiDariKitaAjaDulu.

In the midst of pandemic when flight frequency drops drastically, Citilink continues to innovate by revamping the Betterfly Citilink mobile application, which is one of the

merupakan salah satu *touch point* utama penumpang. Citilink mengembangkan dan menyempurnakan aplikasinya dimulai dengan pengembangan *Progressive Web App* (PWA) agar dapat memberikan *mobile experience* yang baik dengan fokus utama *Seamless Mobile Booking Experience* yang berlanjut pada *refreshment/upgrade User Interface* (UI) dan *User Experience* (UX). Di tengah masa pandemi, Citilink fokus melakukan transformasi menjadi *Betterfly App* dengan penambahan fitur-fitur baru seperti *Hotel search engine* bekerja sama dengan *tiket.com*, *entertainment* bekerja sama dengan *GoPlay*, *marketplace* bekerja sama dengan *Tokopedia* hingga menyempurnakan berbagai metode pembayarannya.

Selain itu, Citilink juga melakukan cara berkomunikasi yang baru kepada masyarakat dengan meluncurkan *Podcast Kangen Series* yang bertujuan untuk mengobati rasa kangen pelanggan akan terbang. Citilink adalah maskapai Indonesia pertama yang memiliki *podcast*. Sebagai *brand* yang lekat dengan milenial, rasanya wajib bagi Citilink untuk ikut berevolusi pada pengembangan media baru di dunia siaran Indonesia khususnya pada konten audio ini.

Pada program penjualan, Citilink meluncurkan *campaign Citilink Domestic Festival – Tamasya Jogja* yang bekerja sama dengan INACA, Angkasa Pura I, Angkasa Pura II, AirNav dan Persatuan Hotel dan Restoran Indonesia (PHRI). *Campaign* ini bertujuan untuk mendukung pariwisata domestik Indonesia. Selain itu Citilink juga meluncurkan *campaign BetterDeals* sebagai upaya untuk memberikan kemudahan perjalanan bagi pelanggan dengan menawarkan beragam promo menarik seperti potongan harga tiket, hotel, paket tur, produk *Ancillary* hingga promo gratis *Rapid Test*.

Pada pilar ketiga, Citilink melakukan kegiatan *marketing* yang berbeda untuk menasar milenials dengan menyajikan sebuah konten dengan cara yang menarik. Citilink menghadirkan sebuah pengalaman menarik dalam setiap penerbangannya melalui *on board activation* yang dilakukan dengan berkolaborasi brand lain seperti Danone Aqua, GoPlay, Tiket.com dan lainnya. Kolaborasi ini tidak hanya meningkatkan interaksi dengan pelanggan tetapi juga meningkatkan *brand awareness*. Selain berkolaborasi dengan *brand* besar, Citilink juga mengajak *brand* lokal maupun *creator* lokal seperti The Goods Dept, Kala Watch, Muklay untuk berinteraksi dengan *market* Citilink.

main touch points for passengers. Citilink develops and perfects its application starting with the development of a *Progressive Web App* (PWA) in order to provide a good mobile experience with the main focus of *Seamless Mobile Booking Experience* which continues on refreshment/upgrade of *User Interface* (UI) and *User Experience* (UX). Citilink also focuses on adding new features to *Betterfly Apps*, such as *Hotel search engines* in collaboration with *tiket.com*, *entertainment* in collaboration with *GoPlay*, *marketplaces* in collaboration with *Tokopedia* to perfecting various payment methods.

In addition, Citilink has also implemented a new way of communicating to the public by launching the *Podcast Kangen Series* which aims to fulfill customers' longing to fly. Citilink is the first Indonesian airline to have a *podcast*. As a *brand* that is closely related to millennials, it feels obligatory for Citilink to participate in the evolution of new media development in the Indonesian broadcasting world, especially in this audio content.

In the sales program, Citilink has launched the **Citilink Domestic Festival – Jogja Tour** in collaboration with INACA, Angkasa Pura I, Angkasa Pura II, AirNav, and the Indonesian Hotel and Restaurant Association (PHRI). This campaign aims to support the Indonesian domestic tourism. In addition, Citilink also launched the **BetterDeals** campaign as an effort to provide easy travel for customers by offering various attractive promos such as discounted ticket prices, hotels, tour packages, ancillary products to free *Rapid Test* promos.

In the third pillar, Citilink has held different marketing activities to target millennials by presenting content in an attractive way. Citilink presents an interesting experience on every flight through on board activation. This marketing campaign is carried out in collaboration with other brands, such as Danone Aqua, GoPlay, Tiket.com, and others. This collaboration not only increases interaction with customers but also increases brand awareness. In addition to collaborating with big brands, Citilink also invites local brands and local creators such as The Goods Dept, Kala Watch, Muklay to interact with the Citilink market.

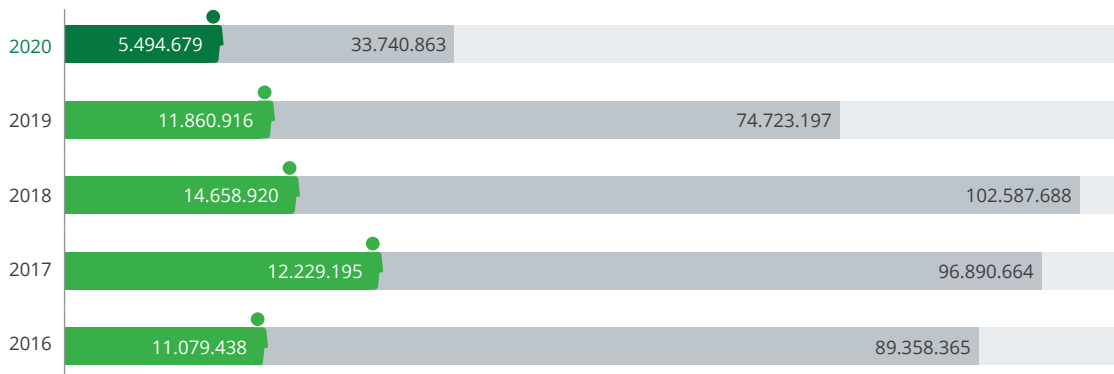
PANGSA PASAR

Besarnya pangsa pasar Perusahaan di industri maskapai penerbangan nasional dapat dilihat dari jumlah penumpang yang menggunakan akomodasi Citilink dibandingkan dengan jumlah penumpang domestik secara keseluruhan. Seperti yang ditampilkan pada tabel dibawah ini, strategi pemasaran Perusahaan telah berhasil meningkatkan pangsa pasar Citilink dari tahun ke tahun, khususnya pada tahun 2020 dengan pangsa pasar sebesar 16,1% terhadap jumlah penumpang domestik.

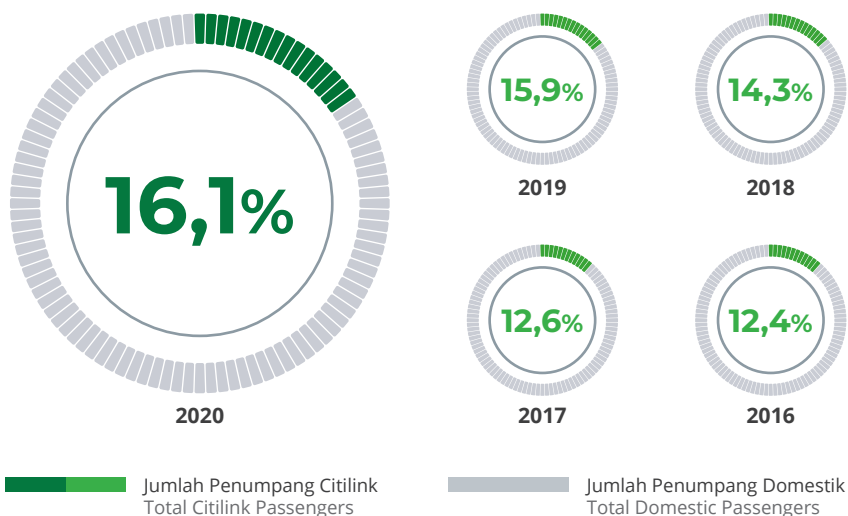
MARKET SHARE

The Company's large market share in the national airline industry can be seen from the number of passengers using Citilink compared to the total number of domestic passengers. As shown in the table below, the Company's marketing strategy has succeeded in increasing the Citilink's market share from year to year, especially in 2020 with a market share of 16.1% of the total domestic passengers.

Pangsa Pasar Citilink Berdasarkan Jumlah Penumpang Tahun 2016 - 2020
Citilink's Market Share by Number of Passengers in 2016 - 2020



Pangsa Pasar Citilink
Citilink's Market Share



STRUKTUR MODAL

Capital Structure

Struktur modal Perusahaan terdiri dari pinjaman, kas dan bank dan ekuitas yang terdiri dari modal saham, tambahan modal disetor dan laba ditahan (defisit). Pemilihan tersebut didasarkan oleh tujuan Perusahaan untuk mencapai beberapa target permodalan, antara lain:

- Mempertahankan rasio modal yang sehat dan peringkat kredit yang kuat,
- Memaksimalkan nilai pemegang saham dan kelangsungan usaha Perusahaan,
- Mendukung Perusahaan sebagai bagian dari strategi jangka panjang Induk perusahaan untuk meningkatkan *market share*, baik domestik maupun regional kelangsungan usaha, dan
- Meningkatkan valuasi Perusahaan ke depan.

Gearing ratio adalah sebagai berikut:

The Company's capital structure consists of loans, cash and bank balances, as well as equity consisting of share capital, additional paid-in capital and retained earnings (deficit). The structure was set based on the Company's objectives to achieve several capital targets, including:

- To maintain a healthy capital ratio and strong credit rating,
- To maximize the shareholder value and the Company's business continuity,
- To support the Company as part of the parent company's long-term strategy to increase the market share, both domestically and regionally for business continuity, and
- To increase the Company's valuation in the future.

The gearing ratio is as follow:

Struktur Modal 31 Desember 2019 – 2020 (dalam satuan USD)
Capital Structure as of December 31, 2019 and 2020 (in USD)

Uraian Description	31 Desember 2020 December 31, 2020	31 Desember 2019 December 31, 2019	
Pinjaman Loans	115.321.207	156,249,103	▼
Kas dan Setara Kas Cash and Cash Equivalents	20.997.885	23,833,854	▼
Pinjaman Bersih Net Debt	94.323.321	132,415,248	▼
Ekuitas (Defisiensi Modal) Equity (Capital Deficiency)	(288.957.110)	19,748,417	▼
Rasio Pinjaman Bersih terhadap Ekuitas Net Debt to Equity Ratio	-33%	671%	▼

Sampai dengan akhir tahun 2020, rasio Pinjaman bersih terhadap Ekuitas tercatat sebesar -33%. Lebih rendah dibandingkan tahun sebelumnya sebesar 671%. Dewan Komisaris dan Direksi Perusahaan secara berkala melakukan review performa keuangan Perusahaan. Sebagai bagian dari review ini, Dewan Komisaris dan Direksi mempertimbangkan biaya permodalan dan eksposur risiko keuangan.

Until the end of 2020, the net debt to equity ratio was recorded at -33%, lower than the previous year of 671%. The Company's Board of Commissioners and Directors regularly review the Company's financial performance. In this review, the Board of Commissioners and the Board of Directors consider the cost of capital and financial risk exposure.

KONTRIBUSI KEPADA NEGARA

Contribution to the State

Perusahaan senantiasa menaati peraturan perpajakan di Indonesia melalui kontribusi pembayaran pajak yang teratur dan tepat waktu. Sepanjang tahun 2020, Perusahaan telah membayar pajak sebesar Rp175.556.298.303. Berikut adalah rincian pembayaran pajak untuk tahun buku 2020:

The Company always complies with tax regulations in Indonesia by regularly and timely paying the taxes. In 2020, the Company paid total taxes of Rp175,556,298,303. The following is a breakdown of tax payments for the 2020 financial year:

No.	Pembayaran Pajak Tax Payment	2020
1.	Pajak Pertambahan Nilai Added Value Tax	90.599.710.510
	Pajak Penghasilan Income Taxes (PPH)	
	PPH Pasal 21 PPH of Article 21	62.921.716.287
	PPH Pasal 23 PPH of Article 23	18.733.221.403
2.	PPH Pasal 26 PPH of Article 26	1.619.222.894
	PPH Pasal 4 ayat (2) PPH of Article 4 Paragraph (2)	1.534.710.687
	PPH Pasal 15 PPH of Article 15	43.138.417
	PPH Badan PPH Corporate	104.578.105
3.	Pajak Bumi dan Bangunan Land and Building Tax	-
Jumlah / Total		175.556.298.303

KEBIJAKAN DIVIDEN

Dividend Policies

DASAR KEBIJAKAN PEMBAGIAN DIVIDEN

Perusahaan merencanakan dan berusaha untuk membagikan dividen sekurang-kurangnya sekali dalam setahun. Besarnya dividen dikaitkan dengan keuntungan Perusahaan pada tahun buku yang bersangkutan, dengan tidak mengabaikan tingkat kesehatan Perusahaan dan tanpa mengurangi hak dari Rapat Umum Pemegang Saham Perusahaan untuk menentukan lain sesuai dengan ketentuan Anggaran Dasar Perusahaan.

Pada tahun 2020, Perusahaan memutuskan untuk tidak melakukan pembagian dividen untuk hasil usaha di tahun 2019. Keputusan tersebut telah melalui berbagai pertimbangan sebagai berikut:

- Rencana pengembangan Perusahaan dan belanja modal;
- Pertimbangan kebijakan pada sektor industri yang sejenis;
- Kondisi arus kas dan kebutuhan modal kerja Perusahaan;
- Kebijakan struktur permodalan Perusahaan;
- Laba bersih Perusahaan.

PERBANDINGAN PEMBAGIAN DAN PEMBAYARAN DENGAN TAHUN SEBELUMNYA

Perusahaan memutuskan untuk tidak melakukan pembagian dan pembayaran dividen pada tahun 2020 untuk hasil usaha di tahun 2019. Hal tersebut diambil dalam rangka pengembangan usaha Perusahaan agar melaju lebih cepat ke depannya. Berikut adalah perbandingan pembagian dan pembayaran dividen Perusahaan dengan tahun sebelumnya:

THE BASIS OF DIVIDEND DISTRIBUTION POLICY

The Company plans and strives to distribute dividends at least once a year. The amount of dividends depends on the Company's profits for the financial year concerned, without neglecting the soundness of the Company and without prejudice to the right of the General Meeting of Shareholders of the Company to determine otherwise in accordance with the provisions of the Company's Articles of Association.

In 2020, the Company decided not to distribute dividends for operating results in 2019. This decision has gone through various considerations as follows:

- The Company's development plan and capital expenditure;
- Consideration of the policy in similar industrial sectors;
- Cash flow conditions and working capital requirements of the Company;
- The Company's capital structure policy;
- The Company's net profit.

COMPARISON OF DIVIDEND DISTRIBUTION AND PAYMENT WITH PREVIOUS YEAR

The Company decided not to distribute and pay dividends in 2020 for operating results in 2019. This decision was taken in the context of developing the Company's business so that it can run faster in the future. The following is the comparison of the Company's dividend distribution and payment with the previous year:

Tahun Pembagian Dividen / Year of Dividend Distribution	2020	2019
Tahun Buku / Financial Year	2019	2018
Tanggal Pengumuman / Date of Announcement	-	-
Tanggal Pembayaran / Date of Payment	-	-
Kebijakan Pembagian Dividen (%) / Policy of Dividend Distribution (%)	Nihil /None	Nihil /None
Dividen Kas yang Dibagikan (Rp) / Cash Dividend Distributed (Rp)	Nihil /None	Nihil /None
Dividen per Lembar Saham (Rp/lembar) / Dividend per Share (Rp/share)	Nihil /None	Nihil /None
Rasio Pembagian Dividen (%) / Dividend Distribution Ratio (%)	Nihil /None	Nihil /None

INFORMASI IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

Information on Material Commitment for Capital Goods Investment

1. PERJANJIAN PEMBELIAN AIRBUS A320-200

Pada tanggal 20 Desember 2012, Perusahaan dan Airbus menandatangani perjanjian untuk pembelian 25 Pesawat Airbus tipe A320-200. Jadwal pengiriman mulai tahun 2019 hingga tahun 2021 diundur satu tahun menjadi mulai dari tahun 2020 hingga 2022. Perusahaan telah melakukan pembayaran uang muka pembelian pesawat sebesar USD 6.500.000 pada tanggal 2 Januari 2013 dan USD 1.654.592 pada tanggal 13 Maret 2014. Pada bulan November 2019, perjanjian ini diakhiri dan Airbus setuju untuk mengembalikan PDP yang telah dibayarkan dengan ketentuan dimana Perusahaan dan/atau PT Garuda Indonesia (Persero) Tbk harus mengadakan sewa operasi untuk 25 pesawat Airbus A320 Family.

2. PERJANJIAN SEWA PESAWAT (AIRCRAFT LEASE AGREEMENT) DAN MESIN (ENGINE LEASE AGREEMENT)

Perusahaan telah menandatangani berbagai Perjanjian Sewa Pesawat (*Aircraft Lease Agreement*) dan Perjanjian Sewa Mesin (*Engine Lease Agreement*) melalui skema sewa lanjutan (*sub-leasing*) melalui PT Garuda Indonesia (Persero) Tbk dan Garuda Indonesia Holiday France S.A.S. dengan berbagai Pemberi Sewa (*Lessor*). Pada akhir tahun 2020, terdapat 50 pesawat sewa yang dioperasikan oleh Perusahaan yang mencakup A330-900 NEO, A320 CEO/NEO, dan ATR 72-600, serta 3 mesin sewa yang mencakup CFM 5B dan LEAP 1A. Masing-masing pesawat dan mesin tersebut memiliki perjanjian sewa sendiri dengan jangka waktu yang berbeda-beda.

3. PERJANJIAN RPFH (RATE PER FLIGHT HOUR)

PT Garuda Indonesia (Persero) Tbk selaku induk dari Perusahaan menandatangani Perjanjian RPFH dengan CFM International, Inc. pada tahun 2012. Perusahaan masuk sebagai pihak dalam Perjanjian RPH sejak tahun 2019. Perjanjian RPFH ini mengatur pemberian *services* dari CFM atas mesin-mesin yang dioperasikan oleh Perusahaan yang mencakup *shop visit, engine management services, engine lease*, dan lain-lain. Selain itu berdasarkan RPFH ini Perusahaan juga perlu melakukan *sale and lease back* atas *spare engine* CFM 5B dan LEAP 1A.

1. AIRBUS A320-200 PURCHASE AGREEMENT

On December 20, 2012, the Company and Airbus signed an agreement for the purchase of 25 Airbus Aircraft type A320-200. The delivery schedule from 2019 to 2021 has been postponed by one year to start from 2020 to 2022. The Company has made an advance payment for the purchase amounting to USD 6,500,000 on January 2, 2013 and USD 1,654,592 on March 13, 2014. In November 2019, this agreement was terminated and Airbus agreed to return the pre-delivery payment (PDP) on the condition that the Company and/or PT Garuda Indonesia (Persero) Tbk must enter into an operating lease for 25 units of Airbus A320 Family.

2. AIRCRAFT LEASE AGREEMENT AND ENGINE LEASE AGREEMENT

The Company has signed various Aircraft Lease Agreements and Engine Lease Agreements through sub-leasing schemes through PT Garuda Indonesia (Persero) Tbk and Garuda Indonesia Holiday France S.A.S. with various Lessors. By the end of 2020, there were 50 leased aircraft operated by the Company covering A330-900 NEO, A320 CEO/NEO, and ATR 72-600, as well as 3 leased engines of CFM 5B and LEAP 1A. Each aircraft and engine has its own lease agreement with different terms.

3. RATE PER FLIGHT HOUR (RPFH) AGREEMENT

PT Garuda Indonesia (Persero) Tbk as the parent of the Company signed an RPFH Agreement with CFM International, Inc. in 2012. The Company entered as a party to the agreement in 2019. This RPFH agreement regulates the provision of services by CFM on the machines operated by the Company which include shop visits, engine management services, engine leases, and others. In addition, based on this RPFH, the Company also needs to conduct a sale and lease back on CFM 5B and LEAP 1A spare engines.

4. PEMBELIAN TRAINING DEVICE

Pada tahun 2020, Perusahaan melakukan pembelian 1 unit *Door Trainer A320* dan 1 unit *Slide Raft A320*. Berdasarkan perjanjian dengan PT Garuda Indonesia (Persero) Tbk, *training device* tersebut ditempatkan di area Garuda Indonesia Training Center (GITC) yang dapat digunakan oleh Perusahaan dan GITC untuk pendidikan dan pelatihan baik bagi pegawai Perusahaan maupun oleh pihak ketiga.

5. PERJANJIAN SEWA GEDUNG PERKANTORAN

Pada bulan Desember 2019, Perusahaan mengadakan perjanjian sewa menyewa ruangan dengan PT Garuda Indonesia (Persero) Tbk yang pada pokoknya mengatur tentang sewa menyewa ruangan di gedung milik PT Garuda Indonesia (Persero) Tbk, beralamat di Gedung Management Support I, area Garuda City, Bandara Internasional Soekarno- Hatta, Tangerang, Indonesia untuk keperluan ruangan kantor Perusahaan. Perjanjian ini berlaku selama 3 (tiga) tahun terhitung mulai dari tanggal 01 Maret 2018 sampai dengan tanggal 28 Februari 2021, dan dapat diperpanjang berdasarkan perjanjian tertulis antara Para Pihak.

4. PURCHASE OF TRAINING DEVICE

In 2020, the Company purchased 1 unit of *Door Trainer A320* and 1 unit of *Slide Raft A320*. Based on the agreement with PT Garuda Indonesia (Persero) Tbk, the training device is placed in the Garuda Indonesia Training Center (GITC) which can be used by the Company and GITC for education and training for either the Company's employees and or the third parties.

5. OFFICE BUILDING RENTAL AGREEMENT

In December 2019, the Company entered into a space rental agreement with PT Garuda Indonesia (Persero) Tbk which principally regulates the lease of space in a building owned by PT Garuda Indonesia (Persero) Tbk, having its address at the Management Support I Building, Garuda City area, Soekarno-Hatta International Airport, Tangerang, Indonesia, to be used as the Company's office. This agreement is valid for 3 (three) years starting from March 1, 2018 until February 28, 2021, and can be extended based on a written agreement between the Parties.

INFORMASI REALISASI INVESTASI BARANG MODAL TAHUN 2020

Information on Realization of Capital Goods Investment in 2020

Sepanjang tahun 2020, Perusahaan memiliki total investasi barang modal sebesar USD 16,8 Juta yang ditujukan untuk mendukung kegiatan operasional Perusahaan. Berikut adalah rincian investasi barang modal Perusahaan tahun 2020:

During 2020, the Company recorded a total capital investment of USD 16.8 million which was intended to support the Company's operational activities. The following are the details of the Company's capital goods investment in 2020:

Investasi Barang Modal Tahun 2020 (dalam satuan USD)
Capital Goods Investment in 2020 (in USD)

Jenis Barang Modal Type of Capital Goods	Nilai Value
Aset Pesawat Aircraft Assets	
Aset Pemeliharaan Maintenance Assets	16.618.074
Rangka Pesawat Airframe	-
Mesin Engine	-
Pengembangan Aset Sewa Operasi Development of Operating Lease Assets	-
Aset Non-Pesawat Non-Aircraft Assets	
Perlengkapan Equipment	38.956
Teknologi Informasi Information Technology	132.770
Pengembangan Aset Asset Development	15.181
Jumlah / Total	16.804.982

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Information and Material Facts Subsequent to Accounting Reporting Date

Perusahaan tengah dalam proses pembubaran dan likuidasi anak-anak Perusahaan yaitu:

1. PT Garuda Ilmu Terapan Cakrawala Indonesia
2. PT Garuda Tauberes Indonesia
3. PT Garuda Indonesia Air Charter

The Company is in the process of dissolving and liquidating its subsidiaries, namely:

1. PT Garuda Ilmu Terapan Cakrawala Indonesia
2. PT Garuda Tauberes Indonesia
3. PT Garuda Indonesia Air Charter

PROSPEK USAHA

Business Prospects

Pertumbuhan pasar penerbangan tahun 2021 diproyeksikan akan mulai menapaki tren menaik secara bertahap, sesuai dengan hasil proyeksi PWC terhadap pasar industri penerbangan nasional tahun 2021-2025. Pertumbuhan permintaan pada Kuartal 1 2021 masih terdampak COVID-19 dan akan mulai menaik pada Kuartal 2 2021 seiring dengan dimulainya distribusi vaksin untuk masyarakat umum serta dampak dari hari lebaran. Hal ini juga didorong oleh naiknya pertumbuhan ekonomi Indonesia yang berdampak pada peningkatan mobilitas masyarakat dalam bentuk perjalanan bisnis dan perjalanan wisata. Selain itu adanya dukungan program pengembangan wisata oleh Pemerintah diperkirakan akan mampu mendorong masyarakat untuk berwisata ke tujuan wisata domestik.

Setiap tahunnya, Pasar domestik memiliki ciri persaingan yang ketat dimana operator penerbangan memiliki kecenderungan untuk melakukan penyesuaian harga yang agresif dengan menciptakan strategi perang harga dengan tujuan merebut pasar. Hal ini didukung oleh dampak pelemahan industri di tahun 2020 yang diproyeksi akan menyebabkan kelebihan suplai pada seluruh maskapai di Indonesia.

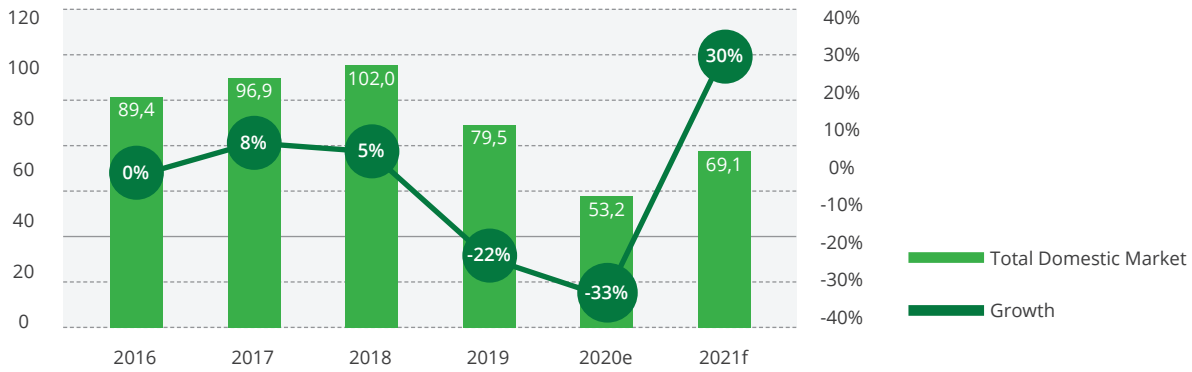
Pasar penerbangan domestik pada tahun 2021 diperkirakan akan kembali bertumbuh 15,9 juta menjadi total 69,1 juta atau tumbuh sebesar 30% dibanding tahun 2020. Namun total permintaan pasar masih pada posisi 86% dibandingkan pasar tahun 2019. Sedangkan untuk pasar internasional diproyeksikan akan tumbuh lebih besar mengingat penurunan yang lebih signifikan pada tahun 2020. Pasar internasional diperkirakan tumbuh di angka rata-rata sebesar 73% pada tahun 2021 atau menjadi total 28,4 juta orang. Angka pertumbuhan ini menempatkan posisi pasar internasional masih di angka 60% dibandingkan dengan pasar tahun 2019.

The growth of the aviation market in 2021 is projected to start climbing a gradual upward trend, in accordance with the results of PWC's projections for the national aviation industry market in 2021-2025. The demand growth in Q1 2021 will be still affected by COVID-19 and will start to increase in Q2 2021 in line with the start of distribution of vaccines to the general public and the impact of Eid al-Fitr holiday. This is also driven by the increase in Indonesia's economic growth which has an impact on increasing people mobility in the form of business and tourist trips. In addition, the support for tourism development programs by the Government is expected to be able to encourage people to travel to domestic tourist destinations.

Every year, the domestic market is characterized by intense competition where airline operators have a tendency to make aggressive price adjustments by creating price war to grab the bigger market. The impact of weakening industry in 2020 will contribute to the condition which is projected to cause oversupply for all airlines in Indonesia.

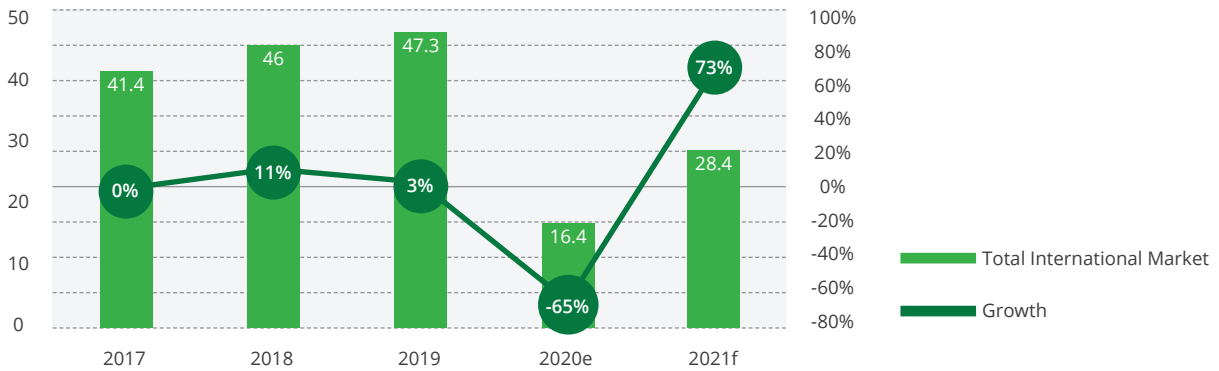
The domestic aviation market in 2021 is expected to grow again by 15.9 million to a total of 69.1 million or a growth of 30% compared to 2020. However, the projected total market demand is still at 86% compared to the figure in 2019. Meanwhile, the international market is projected to grow larger considering the more significant decline in 2020. The international market is expected to grow at an average rate of 73% in 2021 or to a total of 28.4 million people. This figure places the international market position at 60% compared to 2019.

Proyeksi Pertumbuhan Permintaan Domestik Tahun 2016-2021F
Projection of Domestic Demand Growth Year 2016-2021F



Sumber: RJPP Garuda Indonesia 2020-2024 – Market Projection
Source: RJPP Garuda Indonesia 2020-2024 – Market Projection

Proyeksi Pertumbuhan Permintaan Internasional Tahun 2017-2020F
Projection of International Demand Growth Year 2016-2021F



Sumber: RJPP Garuda Indonesia 2020-2024 – Market Projection
Source: RJPP Garuda Indonesia 2020-2024 – Market Projection

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU DENGAN PIHAK AFILIASI/BERELASI

Information on Material Transactions Containing Conflicts of Interest and/or with Affiliated/Related Parties

Dalam kegiatan usaha normal, Grup melakukan transaksi usaha dan bukan usaha dengan pihak-pihak berelasi dan entitas berelasi dengan Pemerintah, yang terafiliasi dengan Grup melalui kepemilikan langsung dan tak langsung, dan/atau di bawah kendali pihak yang sama. Harga jual atau beli antara pihak-pihak berelasi ditentukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak ketiga.

In the normal course of business, the Group conducts business and non-business transactions with related parties and government-related entities, which are affiliated with the Group through direct and indirect ownership, and/or under the control of the same party. The selling or buying price between related parties is determined based on terms agreed by both parties, which may not be the same as other transactions made with third parties.

A. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI

A. NATURE OF RELATIONSHIPS AND TRANSACTIONS WITH RELATED PARTIES

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau dengan Pihak Afiliasi/Berelasi Information on Material Transactions Containing Conflicts of Interest and/or with Affiliated/Related Parties

Pihak berelasi Related parties	Sifat dari hubungan Nature of relationships	Transaksi yang signifikan Significant transactions
PT Garuda Indonesia (Persero) Tbk. (Garuda)	Pemegang saham utama / Majority shareholder	Pendapatan dan pinjaman / Revenues and loan
PT Aero Wisata	Pemegang saham / Shareholder	Pendapatan / Revenue
PT Bank Rakyat Indonesia (Persero) Tbk.,	Entitas berelasi dengan Pemerintah / Government-related entity	Penyimpanan dana, pinjaman dan penghasilan bunga / Fund saving, loan and interest income
PT Bank Mandiri (Persero) Tbk., dan/and	Entitas berelasi dengan Pemerintah / Government-related entity	Penyimpanan dana, pinjaman dan penghasilan bunga / Fund saving, loan and interest income
PT Bank Negara Indonesia (Persero) Tbk.,	Entitas berelasi dengan Pemerintah / Government-related entity	Penyimpanan dana, pinjaman dan penghasilan bunga / Fund saving, loan and interest income
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.,	Entitas berelasi dengan Pemerintah / Government-related entity	Penyimpanan dana, pinjaman dan penghasilan bunga / Fund saving, loan and interest income
PT Bank Syariah Indonesia	Entitas berelasi dengan Pemerintah / Government-related entity	Penyimpanan dana, pinjaman dan penghasilan bunga / Fund saving, loan and interest income
PT Garuda Maintenance Facility Aero Asia Tbk	Entitas sepengendali / Entity under common control	Pendapatan, beban, dana cadangan pemeliharaan, uang jaminan, uang muka, biaya dibayar dimuka, liabilitas sewa / Revenues, expenses, maintenance reserve fund, security expenses, advances and prepayments and lease liabilities.
PT Gapura Angkasa	Entitas sepengendali / Entity under common control	Pendapatan, beban, dana cadangan pemeliharaan, uang jaminan, uang muka, biaya dibayar dimuka, liabilitas sewa / Revenues, expenses, maintenance reserve fund, security expenses, advances and prepayments and lease liabilities.

Pihak berelasi Related parties	Sifat dari hubungan Nature of relationships	Transaksi yang signifikan Significant transactions
PT Aerofood Indonesia	Entitas sepengendali / Entity under common control	Pendapatan, beban, dana cadangan pemeliharaan, uang jaminan, uang muka, biaya dibayar dimuka, liabilitas sewa / Revenues, expenses, maintenance reserve fund, security expenses, advances and prepayments and lease liabilities.
PT Aero Globe Indonesia	Entitas sepengendali / Entity under common control	Pendapatan, beban, dana cadangan pemeliharaan, uang jaminan, uang muka, biaya dibayar dimuka, liabilitas sewa / Revenues, expenses, maintenance reserve fund, security expenses, advances and prepayments and lease liabilities.
PT Aero Wisata	Entitas sepengendali / Entity under common control	Pendapatan, beban, dana cadangan pemeliharaan, uang jaminan, uang muka, biaya dibayar dimuka, liabilitas sewa / Revenues, expenses, maintenance reserve fund, security expenses, advances and prepayments and lease liabilities.
PT Aero Jasa Cargo	Entitas sepengendali / Entity under common control	Pendapatan, beban, dana cadangan pemeliharaan, uang jaminan, uang muka, biaya dibayar dimuka, liabilitas sewa / Revenues, expenses, maintenance reserve fund, security expenses, advances and prepayments and lease liabilities.
PT Garuda Daya Pratama Sejahtera	Entitas sepengendali / Entity under common control	Pendapatan, beban, dana cadangan pemeliharaan, uang jaminan, uang muka, biaya dibayar dimuka, liabilitas sewa / Revenues, expenses, maintenance reserve fund, security expenses, advances and prepayments and lease liabilities.
PT Garuda Indonesia Air Charter dan/and Garuda Indonesia Holiday France SAS	Entitas sepengendali / Entity under common control	Pendapatan, beban, dana cadangan pemeliharaan, uang jaminan, uang muka, biaya dibayar dimuka, liabilitas sewa / Revenues, expenses, maintenance reserve fund, security expenses, advances and prepayments and lease liabilities.
PT Angkasa Pura I (Persero)	Entitas berelasi dengan Pemerintah / Government-related entity	Pendapatan dan/atau beban / Revenues and/or expenses
PT Angkasa Pura II (Persero),	Entitas berelasi dengan Pemerintah / Government-related entity	Pendapatan dan/atau beban / Revenues and/or expenses
Perum LPPNPI,	Entitas berelasi dengan Pemerintah / Government-related entity	Pendapatan dan/atau beban / Revenues and/or expenses
PT Jasa Raharja (Persero),	Entitas berelasi dengan Pemerintah / Government-related entity	Pendapatan dan/atau beban / Revenues and/or expenses

Pihak berelasi Related parties	Sifat dari hubungan Nature of relationships	Transaksi yang signifikan Significant transactions
PT Angkasa Pura Support,	Entitas berelasi dengan Pemerintah / Government-related entity	Pendapatan dan/atau beban / Revenues and/or expenses
PT Asuransi Tugu Pratama Indonesia Tbk.,	Entitas berelasi dengan Pemerintah / Government-related entity	Pendapatan dan/atau beban / Revenues and/or expenses
Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan	Entitas berelasi dengan Pemerintah / Government-related entity	Pendapatan dan/atau beban / Revenues and/or expenses
PT Telekomunikasi Indonesia (Persero) Tbk.,	Entitas berelasi dengan Pemerintah / Government-related entity	Pendapatan dan/atau beban / Revenues and/or expenses
PT Asuransi Jiwa Inhealth Indonesia	Entitas berelasi dengan Pemerintah / Government-related entity	Pendapatan dan/atau beban / Revenues and/or expenses
PT Pertamina (Persero)	Entitas berelasi dengan Pemerintah / Government-related entity	Pembelian avtur / Aviation fuel purchases
Komisaris dan Direksi Perusahaan/Commissioners and Directors of the Company	Personil manajemen kunci / Key management personnel	Kompensasi / Compensation

INFORMASI MATERIAL TERKAIT INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, DAN RESTRUKTURISASI

Material Information Regarding Investment, Expansion, Divestment, Acquisition, and Restructuring

Sepanjang tahun 2020, Perusahaan tidak memiliki informasi material terkait investasi, ekspansi, divestasi, akuisisi, dan restrukturisasi.

Throughout 2020, the Company did not have material information regarding investment, expansion, divestment, acquisition, and restructuring.

PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ATAU MANAJEMEN (ESOP/MSOP)

Employee and/or Management Stock Ownership Plan (ESOP/MSOP)

Sampai dengan 31 Desember 2020, Perusahaan tidak memiliki program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan Perusahaan (ESOP/ MSOP). Oleh karena itu, Perusahaan tidak memiliki informasi mengenai jumlah saham ESOP/MSOP dan realisasinya, jangka waktu, persyaratan karyawan dan/atau manajemen yang berhak dan harga *exercise*.

As of December 31, 2020, the Company did not implement any employee and/or management stock ownership plan (ESOP/MSOP). Therefore, the Company does not have information regarding the number of ESOP/MSOP shares and their realization, time period, requirements for eligible employees and/or management and exercise price.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Realization of Use of Public Offering Proceeds

Sampai dengan 31 Desember 2020, Perusahaan belum melakukan penawaran umum saham di bursa efek dalam negeri maupun luar negeri, sehingga tidak ada informasi mengenai total perolehan dana, rencana penggunaan dana, rincian penggunaan dana, saldo dana dan tanggal persetujuan RUPS atas perubahan penggunaan dana.

Until December 31, 2020, the Company has not conducted a public offering of shares on domestic or foreign stock exchanges, so there is no information regarding the total funds acquired, plan of the use of the proceeds, details of use, balance of funds and the date of approval of the GMS for changes in the use of the proceeds.

PERUBAHAN STANDAR AKUNTANSI

Amendment to Accounting Standards

Standar baru dan amandemen standar berikut efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2020, dengan penerapan dini diperkenankan yaitu:

The following new standards and amendments are effective for the period of beginning on or after January 1, 2020, with early adoption permitted, which are:

Perubahan Standar Akuntansi Tahun Buku 2020 Amendment to Accounting Standards for Fiscal Year 2020

Perubahan Standar Akuntansi Changes in Accounting Standards	Alasan Perubahan Reason for Change	Dampak Kuantitatif terhadap Laporan Keuangan Quantitative Impact on Financial Statements
PSAK 71, "Instrumen Keuangan" PSAK 71, "Financial Instruments"	<p>PSAK 71 menggantikan PSAK 55 "Instrumen Keuangan: Pengakuan dan Pengukuran" dan memperkenalkan pengaturan baru untuk klasifikasi dan pengukuran instrumen keuangan berdasarkan penilaian atas model bisnis dan arus kas kontraktual, pengakuan dan pengukuran cadangan kerugian penurunan nilai instrumen keuangan dengan menggunakan model kerugian kredit ekspektasian yang menggantikan model kerugian kredit yang terjadi.</p> <p>PSAK 71 replaces PSAK 55 "Financial Instruments: Recognition and Measurement" and introduces new arrangements for the classification and measurement of financial instruments based on the valuation of the business model and contractual cash flows, recognition and measurement of allowance for impairment losses on financial instruments using the expected credit loss model that replaces the model of incurred credit loss.</p>	<p>Sesuai dengan persyaratan transisi pada PSAK 71, Grup memilih penerapan secara retrospektif dengan dampak kumulatif pada awal penerapan diakui pada tanggal 1 Januari 2020 dan tidak menyajikan kembali informasi komparatif, dengan dampak sebagai berikut:</p> <ul style="list-style-type: none"> ■ Peningkatan provisi piutang tidak tertagih sebesar USD 2.891.026 ■ Peningkatan akumulasi kerugian USD 2.168.270 ■ Peningkatan aset pajak tangguhan USD 722.757 <p>In accordance with the transitional requirements of PSAK 71, the Group opted for retrospective application with the cumulative effect at the beginning of application being recognized on January 1, 2020 and not restating comparative information, with the following effects:</p> <ul style="list-style-type: none"> ■ Increase of provision for bad debts by USD 2,891,026 ■ Increase of accumulated losses by USD 2,168,270 ■ Increase of deferred tax assets by USD 722,757
PSAK 73, "Sewa" PSAK 73, "Lease"	<p>PSAK 73 menggantikan PSAK 30. Berdasarkan penerapan PSAK 73, Grup mengakui liabilitas sewa sehubungan dengan sewa yang sebelumnya telah diklasifikasikan sebagai 'sewa operasi' berdasarkan prinsip sewa PSAK 30. Liabilitas ini diukur pada nilai kini dari sisa pembayaran sewa, didiskontokan dengan menggunakan incremental borrowing rate lessee per 1 Januari 2020.</p> <p>PSAK 73 replaces PSAK 30. Based on the application of PSAK 73, the Group recognizes lease liabilities in respect of leases that were previously classified as 'operating leases' under the lease principles of PSAK 30. These liabilities are measured at the present value of the remaining lease payments, discounted using an incremental borrowing rate lessee as of January 1, 2020.</p>	<p>Grup menerapkan PSAK 73, "Sewa" secara efektif untuk tahun buku yang dimulai pada 1 Januari 2020, tetapi Grup tidak menyajikan kembali angka-angka komparatif untuk periode pelaporan sebelumnya sebagaimana diizinkan berdasarkan ketentuan transisi khusus dalam standar. Oleh karena itu, reklasifikasi dan penyesuaian yang timbul dari aturan sewa guna usaha yang baru diakui dalam saldo awal neraca pada tanggal 1 Januari 2020, dengan dampak signifikan sebagai berikut:</p> <ul style="list-style-type: none"> ■ Penambahan aset tetap USD 2.471.912.040 ■ Penambahan liabilitas sewa USD 1.440.465.639 ■ Penambahan liabilitas estimasi biaya pengembalian dan pemeliharaan pesawat USD 610.914.501

Perubahan Standar Akuntansi Changes in Accounting Standards	Alasan Perubahan Reason for Change	Dampak Kuantitatif terhadap Laporan Keuangan Quantitative Impact on Financial Statements
		<p>The Group applied PSAK 73, "Leases" effectively for the financial year beginning January 1, 2020, but the Group did not restate the comparative figures for the previous reporting period as permitted under the special transitional provisions in the standard. Therefore, the reclassification and adjustment arising from the new lease arrangements were recognized in the opening balance sheet on January 1, 2020, with significant impacts as follows:</p> <ul style="list-style-type: none"> ■ Additional fixed assets of USD 2,471,912,040 ■ Additional rental liability of USD 1,440,465,639 ■ Additional liability for estimated costs for aircraft return and maintenance of USD 610,914,501
<ul style="list-style-type: none"> ■ PSAK 72 "Pendapatan dari Kontrak dengan Pelanggan" ■ Amandemen PSAK 1, "Penyajian Laporan Keuangan"; ■ Amandemen PSAK 25 "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi dan Kesalahan"; ■ Amandemen PSAK 71, PSAK 55, dan PSAK 60, "Instrumen Keuangan: Pengakuan, Pengukuran, dan Pengungkapan tentang Reformasi Acuan Suku Bunga"; ■ Amandemen PSAK 71, "Instrumen Keuangan-Fitur Percepatan Pelunasan dengan Kompensasi Negatif"; ■ Amendemen PSAK 73 "Sewa-Konsesi Sewa terkait COVID-19"; ■ PSAK 72 "Revenue from Contracts with Customers" ■ - Amendment to PSAK 1, "Presentation of Financial Statements"; ■ - Amendment to PSAK 25 "Accounting Policies, Changes in Accounting Estimates and Errors"; ■ - Amendments to PSAK 71, PSAK 55, and PSAK 60, "Financial Instruments: Recognition, Measurement, and Disclosure of Interest Rate Reference Reform"; ■ - Amendment to PSAK 71, "Financial Instruments-Features of Accelerated Repayment with Negative Compensation"; ■ - Amendments to PSAK 73 "Lease-Lease Concessions related to COVID-19"; 	<p>Interpretasi baru/revisi standar akuntansi dari DSAK.</p> <p>New interpretation/revision of accounting standards from the DSAK (Financial Accounting Standards Board).</p>	<p>Tidak menimbulkan perubahan substansial terhadap kebijakan akuntansi Grup dan pengaruh yang material atas jumlah yang dilaporkan atas tahun berjalan atau tahun sebelumnya.</p> <p>Does not result in substantial changes to the Group's accounting policy and has no material effect on the amounts reported for the current or prior year.</p>

PERUBAHAN PERATURAN YANG SIGNIFIKAN DAN DAMPAKNYA TERHADAP PERUSAHAAN

Significant Regulatory Changes and Their Impact on the Company

Sepanjang tahun 2020, terdapat perubahan peraturan perundang-undangan yang berdampak signifikan terhadap Perusahaan. Adapun daftar peraturan-peraturan tersebut di antaranya mengenai:

1. Peraturan - peraturan terkait penanganan pandemi *Corona Virus Disease* 2019 (COVID-19) yang mengatur mengenai pembatasan sosial berskala besar dalam rangka percepatan penanganan COVID-19, perjalanan orang selama *pandemic* COVID-19, pengendalian transportasi selama COVID-19, sebagaimana berikut ini:
 - Undang-Undang Nomor 4 Tahun 1984 tentang Wabah Penyakit Menular
 - Undang-Undang Nomor 6 Tahun 2018 tentang Kekarantinaan Kesehatan
 - Keputusan Presiden Nomor 11 Tahun 2020 tentang Penetapan Kedaruratan Kesehatan Masyarakat COVID-19;
 - Peraturan Pemerintah Nomor 21 Tahun 2020 tentang Pembatasan Sosial Berskala Besar Dalam Rangka Percepatan Penanganan COVID-19;
 - Peraturan Menteri Perhubungan Nomor PM 80 Tahun 2017 tentang Program Keamanan Penerbangan Nasional;
 - Peraturan Menteri Perhubungan Nomor PM 18 Tahun 2020 tentang Pengendalian Transportasi Dalam Rangka Pencegahan Penyebaran COVID-19 sebagaimana telah diubah dengan Peraturan Menteri Perhubungan Nomor PM 41 Tahun 2020 tentang Perubahan atas Peraturan Menteri Perhubungan Nomor PM 18 Tahun 2020 tentang Pengendalian Transportasi dalam rangka Pencegahan Penyebaran COVID-19;
 - Peraturan Menteri Kesehatan Nomor 9 Tahun 2020 tentang Pedoman Pembatasan Sosial Berskala Besar Dalam Rangka Percepatan Penanganan COVID-19;
 - Peraturan Menteri Perhubungan Nomor PM 25 Tahun 2020 tentang Pengendalian Transportasi

Throughout 2020, there were changes in laws and regulations that had a significant impact on the Company. The list of such regulations includes:

1. The regulations related to handling the Corona Virus Disease 2019 (COVID-19) pandemic which regulates the large-scale social restrictions in a bid to curb the spreading of the virus, the travel of people during the COVID-19 pandemic, and the transportation control, are as follows:
 - Law No. 4/1984 concerning Outbreaks of Infectious Diseases
 - Law Number 6 of 2018 regarding Health Quarantine
 - Presidential Decree Number 11 of 2020 pertaining Determination of the COVID-19 as Public Health Emergency;
 - Government Regulation Number 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating the Handling of COVID-19;
 - Regulation of the Minister of Transportation Number PM 80 of 2017 regarding National Aviation Security Program;
 - Regulation of the Minister of Transportation Number PM 18 of 2020 pertaining Transportation Control in the Context of Preventing the Spread of COVID-19 as amended by Regulation of the Minister of Transportation Number PM 41 of 2020 concerning Amendments to Regulation of the Minister of Transportation Number PM 18 of 2020 about Transportation Control in the context of Preventing the Spread of COVID-19;
 - Regulation of the Minister of Health Number 9 of 2020 concerning Guidelines for Large-Scale Social Restrictions in the Context of Accelerating the Handling of COVID-19;
 - Regulation of the Minister of Transportation Number PM 25 of 2020 regarding Transportation

Selama Masa Mudik Idul Fitri Tahun 1441 Hijriah Dalam Rangka Pencegahan Penyebaran COVID-19;

- Keputusan Menteri Kesehatan Nomor HK.01.07/MENKES/328/2020 tentang Panduan Pencegahan dan Pengendalian COVID-19 di Tempat Kerja Perkantoran dan Industri Dalam Mendukung Keberlangsungan Usaha Pada Situasi Pandemi;
- Surat Edaran Menteri Kesehatan Republik Indonesia Nomor HK.02.01/MENKES/382/2020 tentang Protokol Pengawasan Pelaku Perjalanan Dalam Negeri di Bandar Udara dan Pelabuhan Dalam Rangka Penerapan Kehidupan Masyarakat Produktif dan Aman Terhadap COVID-19;
- Surat Edaran Ketua Pelaksana Gugus Tugas Percepatan Penanganan COVID-19 Nomor 7 Tahun 2020 tentang Kriteria dan Persyaratan Perjalanan Orang Dalam Masa Adaptasi Kebiasaan Baru Menuju Masyarakat Produktif dan Aman *Corona Virus Disease* 2019 (COVID-19) sebagaimana telah diubah dengan Surat Edaran Gugus Tugas Percepatan Penanganan COVID-19 Nomor: SE 9 Tahun 2020 tentang Perubahan atas Surat Edaran Nomor 7 Tahun 2020 tentang Kriteria dan Persyaratan Perjalanan Orang dalam Masa Adaptasi Kebiasaan Baru Menuju Masyarakat Produktif dan Aman COVID-19;
- Surat Edaran Gugus Tugas Percepatan Penanganan COVID-19 Nomor 3 Tahun 2020 tentang Protokol Kesehatan Perjalanan Orang Selama Libur Hari Raya Natal dan Menyambut Tahun Baru 2021 Dalam Masa Pandemi COVID-19;
- Surat Edaran Gugus Tugas Percepatan Penanganan COVID-19 Nomor 4 Tahun 2020 tentang Protokol Kesehatan Perjalanan Orang Dalam Masa Pandemi COVID-19.
- Surat Edaran Kementerian Perhubungan Nomor: SE 31 Tahun 2020 tentang Pengaturan Penyelenggaraan Transportasi Udara Selama Masa

Control During the 1441H Eid al-Fitr Homecoming Holiday in the Context of Preventing the Spread of COVID-19;

- Decree of the Minister of Health Number HK.01.07/MENKES/328/2020 about Guidelines for the Prevention and Control of COVID-19 in the Office and Industrial Workplaces in Supporting Business Continuity in a Pandemic Situation;
- Circular Letter of the Minister of Health of the Republic of Indonesia Number HK.02.01/MENKES/382/2020 pertaining Protocols for Supervision of Domestic Travelers at Airports and Ports in the Framework of Implementing Productive and Safe Community Life Against COVID-19;
- Circular Letter of the Chief Executive of the Task Force for the Acceleration of Handling COVID-19 Number 7 of 2020 about Criteria and Requirements for People to Traveling in the Adaptation Period of New Habits Towards a Productive and Safe Community Life Against Corona Virus Disease 2019 (COVID-19) as amended by Circular Letter of the Task Force for the Acceleration of Handling COVID-19 Number: SE 9 of 2020 concerning Amendments to Circular Letter Number 7 of 2020 about Criteria and Requirements for People to Traveling in the Adaptation Period of New Habits Towards a Productive and Safe Community Life Against COVID-19;
- Circular Letter of the Task Force for the Acceleration of Handling COVID-19 Number 3 of 2020 concerning Health Protocols for People to Travel During the Holidays of Christmas and Welcoming the New Year 2021 Amid the COVID-19 Pandemic;
- Circular Letter of the Task Force for the Acceleration of Handling COVID-19 Number 4 of 2020 regarding Health Protocols for People to Travel During the COVID-19 Pandemic.
- Circular Letter of the Ministry of Transportation Number: SE 31 of 2020 about Arrangements for the Implementation of Air Transportation During the

Dilarang Mudik Idul Fitri 1441 Hijriah Dalam Rangka Pencegahan COVID-19;

- Surat Edaran Kementerian Perhubungan Nomor: SE 40 Tahun 2020 tentang Pedoman Langkah-Langkah Keamanan Penerbangan Dalam Masa Kegiatan Masyarakat Produktif dan Aman dari COVID-19;
- Surat Edaran Kementerian Perhubungan Nomor: SE 22 Tahun 2020 tentang Petunjuk Pelaksana Perjalanan Orang Dengan Transportasi Udara Selama Natal dan Tahun Baru 2021 dalam Masa Pandemi COVID-19 sebagaimana telah diubah dengan Surat Edaran Menteri Perhubungan Nomor: SE 24 Tahun 2020 tentang Perubahan Atas Surat Edaran Menteri Perhubungan Nomor: SE 22 Tahun 2020 tentang Petunjuk Pelaksana Perjalanan Orang Dengan Transportasi Udara Selama Natal dan Tahun Baru 2021 dalam Masa Pandemi COVID-19;
- Surat Edaran Kementerian Perhubungan Nomor: SE 25 Tahun 2020 tentang Petunjuk Pelaksanaan Perjalanan Orang Dengan Transportasi Udara Untuk Pelaku Perjalanan Luar Negeri Dalam Rangka Pencegahan Penyebaran COVID-19;
- Surat Edaran Kementerian Perhubungan Nomor: SE 13 Tahun 2020 tentang Operasional Transportasi Udara Dalam Masa Kegiatan Masyarakat Produktif dan Aman Dari COVID-19;

Dalam menghadapi perubahan peraturan - peraturan eksternal terkait COVID-19, memberikan dampak bagi perusahaan untuk melakukan penyesuaian - penyesuaian seperti penyesuaian pada kebijakan dan ketentuan internal khususnya terkait operasional perusahaan, pembentukan Tim Gugus Tugas di Perusahaan guna percepatan penanganan COVID-19, penerapan protokol kesehatan selama penerbangan, membentuk sistem informasi pelanggan dalam rangka penjualan tiket dan penyampaian penerapan persyaratan penerbangan selama masa *new normal*, adanya penyesuaian tata cara pelayanan penanganan

Prohibited Period of 1441H Eid al-Fitr Homecoming in the Context of Preventing the Spread of COVID-19;

- Circular Letter of the Ministry of Transportation Number: SE 40 of 2020 pertaining Guidelines for Aviation Security Measures in the Activities Period of Productive and Safe Community Life Against COVID-19;
- Circular Letter of the Ministry of Transportation Number: SE 22 of 2020 about Instructions for People to Traveling by Air Transportation During Christmas and New Year 2021 in the COVID-19 Pandemic Period as amended by Circular Letter of the Minister of Transportation Number: SE 24 of 2020 concerning Amendments to Circular of the Minister Transportation Number: SE 22 of 2020 regarding Instructions for People to Travel by Air Transportation During Christmas and New Year 2021 in the COVID-19 Pandemic Period;
- Circular Letter of the Ministry of Transportation Number: SE 25 of 2020 regarding Guidelines for the People to Traveling by Air Transportation for Overseas Flight Providers in the Context of Preventing the Spread of COVID-19;
- Circular Letter of the Ministry of Transportation Number: SE 13 of 2020 pertaining Air Transportation Operations During the Activities Productive and Safe Community Life Against COVID-19;

In dealing with the changes in external regulations related to COVID-19, the Company has made adjustments to its internal policies and regulations, especially related to operations, the formation of a Task Force at the Company to accelerate the handling of COVID-19, implementation of health protocols during flight, establishing a customer information system in the context of ticket sales and dissemination of flight requirements during the new normal period, adjustments to procedures for handling passenger and cargo services as well as supporting equipment for passenger services during flights that refer to health

penumpang dan kargo serta peralatan pendukung pelayanan penumpang selama penerbangan yang mengacu pada protokol kesehatan, dan lain-lain sehingga pelaksanaan usaha perseroan tetap berada di dalam koridor keselamatan dan keamanan walaupun dilakukan di masa pandemi COVID-19. Dengan adanya internalisasi kebijakan eksternal ke dalam kebijakan internal, selanjutnya perusahaan dapat mengambil kebijakan dan langkah-langkah strategis untuk menjaga stabilitas pelaksanaan operasional perusahaan.

2. Undang - Undang Nomor 11 Tahun 2000 tentang Cipta Kerja

Dengan adanya Undang – Undang mengenai Cipta Kerja perusahaan harus menelaah, memperhatikan kembali ketentuan – ketentuan dari peraturan sebelumnya yang dilakukan perubahan, penghapusan atau ditetapkan ketentuan baru melalui Undang – Undang Cipta Kerja ini, diantaranya seperti ketentuan mengenai Uang Pesangon, Cuti, Outsourcing, Pemutusan Hubungan Kerja, Perjanjian Kerja, Penggunaan Tenaga Asing, yang sebelumnya mengacu pada Undang – Undang Ketenagakerjaan diatur kembali di dalam Undang – Undang Cipta Kerja ataupun mengenai ketentuan yang sebelumnya terdapat di dalam Undang - Undang Penerbangan kemudian diatur kembali, dihapus atau ditetapkan ketentuan baru oleh Undang - Undang Cipta Kerja. Hasil telaah ini kemudian menjadi dasar untuk dilakukannya penyesuaian apda ketentuan – ketentuan internal perusahaan.

protocols, and others so that the Company's business implementation stay in the corridor of safety and security even though it is done during the COVID-19 pandemic. With the internalization of external policies into internal policies, the Company was able to take strategic policies and steps to maintain the stability of its operations.

2. Law No. 11 of 2000 regarding Job Creation

The issuance of the Law on Job Creation has made the Company to review, pay attention to the provisions of the previous regulation that has been amended, deleted as well as the new provisions stipulated in the Law on Job Creation, such as provisions regarding Severance Pay, Leave, Outsourcing, Termination Employment Relations, Employment Agreements, Use of Foreign Workers, which previously referred to the Law on Manpower now they are regulated in the Law on Job Creation. Likewise with the provisions previously regulated in the Law on Aviation, some of them are deleted, re-regulated or replaced with new provisions in the Law on Job Creation. The results of this review then become the basis for making adjustments to the Company's internal regulations.

INFORMASI KELANGSUNGAN USAHA

Information on Business Continuity

ASSESSMENT MANAJEMEN ATAS HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA PERUSAHAAN PADA TAHUN 2021

Laporan keuangan konsolidasian Grup telah disusun atas dasar kelangsungan usaha. Untuk tahun yang berakhir pada 31 Desember 2020, Grup memiliki modal kerja negatif sebesar USD -289 juta, dan akumulasi kerugian sebesar USD -447 juta. Sebagai bagian dari usaha berkesinambungan untuk menghadapi dan mengelola kondisi di atas, Grup mengambil langkah-langkah yang telah dan akan dilaksanakan secara berkelanjutan sebagai berikut:

- Fokus pada *Cash Generation*
- Melakukan langkah efisiensi biaya dan re-negosiasi kontrak untuk menurunkan biaya sewa
- Meningkatkan utilisasi pesawat sesuai dengan *demand*
- Maksimalisasi peluang bisnis kargo melalui *cargo freighter* dan *cargo-belly*
- Mengoptimalkan penjualan *own channel* (*Web* dan *Mobile apps*) dengan *best fare*
- Optimalisasi seluruh lini usaha melalui berbagai program
- Secara aktif mencari alternatif pendanaan terkait utang dan pinjaman baik melalui Garuda Indonesia maupun perbankan
- Sinergi dengan Garuda Indonesia melalui keselarasan rute dan penetapan jadwal penerbangan yang disesuaikan dengan permintaan pasar;
- Pengembangan jaringan dan rute penerbangan

Tantangan-tantangan berikut ini di luar kendali Grup dan dapat memberikan dampak buruk terhadap kinerja keuangan dan kemampuan Grup dalam mempertahankan kelangsungan usahanya:

- Pandemi COVID-19 yang berakibat masyarakat menghadapi pembatasan perjalanan untuk rute-rute penerbangan tertentu dan menghindari perjalanan yang tidak penting (Pemberlakuan Instruksi Gubernur Nomor 64 Tahun 2020 tentang Pelaksanaan Pengendalian Kegiatan Masyarakat dalam Pencegahan COVID-19, serta Surat Edaran (SE) Gubernur Tahun 2021, terkait ketentuan perjalanan udara)

MANAGEMENT ASSESSMENT ON MATTERS WITH POTENTIAL SIGNIFICANT IMPACT ON THE COMPANY'S BUSINESS CONTINUITY IN 2021

The Group's consolidated financial statements have been prepared on the basis of business continuity. For the year ended December 31, 2020, the Group had negative working capital of USD -289 million, and accumulated losses of USD -447 million. As part of a continuous effort to deal with and manage the above conditions, the Group has taken steps that have been and will be implemented on an ongoing basis as follows:

- Focus on Cash Generation
- Take cost efficiency measures and renegotiate contracts to lower leasing fee
- Enhance aircraft utilization according to demand
- Maximize cargo business opportunities through cargo freighters and cargo-belly
- Optimize the sales through own channels (*Web* and *Mobile apps*) with *best fare*
- Optimize all business lines through various programs
- Actively look for alternative funding related to debt and loans either through Garuda Indonesia or banks
- Synergy with Garuda Indonesia by aligning routes and determining flight schedules that are tailored to market demand;
- Development of flight networks and routes

The following challenges are beyond the control of the Group and may adversely affect the Group's financial performance and ability to maintain the business continuity:

- The COVID-19 epidemic which resulted in the restriction for the people to traveling through certain flight routes and they avoid non-essential traveling (Enforcement of Governor's Instruction Number 64 of 2020 regarding Implementation of the Control of Community Activities in Preventing the Spread of COVID-19, as well as Governor's Circular Letter (SE) 2021, related to air travel conditions)

- Adanya pesawat yang dikenakan larangan terbang oleh *Lessor*
- Pembatasan penerbangan pada rute-rute internasional
- Pembatasan kapasitas penerbangan sebesar 70% dari total kapasitas
- Penurunan angkutan *cargo* yang berasal dari *belly* disebabkan penurunan frekuensi penerbangan reguler
- *Ancillary Revenue* mengalami penurunan terutama karena berkurangnya SOB dan *seat assignment* sejalan penurunan jumlah penumpang.
- Kebijakan Pemerintah tentang Tarif Batas Atas (TBA) dan Tarif Batas Bawah (TBB) yang memengaruhi fleksibilitas Grup dalam mengelola harga tiket untuk penerbangan domestik;
- Volatilitas harga avtur yang memengaruhi arus kas dan beban operasional penerbangan
- Volatilitas kurs Rupiah terhadap USD yang memengaruhi arus kas operasional dan pendapatan usaha;
- Lessors ban certain aircraft to fly
- Restriction of flights on international routes
- Flight capacity limitation of 70% of total capacity
- The decrease in cargo transportation originating from belly is due to the decrease in the frequency of regular flights
- The Ancillary Revenue decreased mainly due to reduced SOB and seat assignments in line with the decrease in the number of passengers.
- The Government Policy on Upper Limit Fare (TBA) and Lower Limit Fare (TBB) which affect the Group's flexibility in managing ticket prices for domestic flights;
- The volatility of the aviation fuel prices affect the cash flow and airline operating expenses
- The volatility of the exchange rates of Rupiah against USD affect the operating cash flow and operating income;

Manajemen Grup secara aktif memantau situasi di atas dan mengeksplorasi opsi-opsi berikut untuk mengantisipasi penurunan jumlah penumpang yang signifikan akibat dari epidemi COVID-19:

- Penyesuaian frekuensi penerbangan yang sementara ditangguhkan dikarenakan COVID-19.
- Optimalisasi pendapatan penumpang melalui penyesuaian kapasitas;
- Optimalisasi pendapatan *ancillary*
- Meningkatkan pendapatan kargo berjadwal melalui optimalisasi agen-agen kargo;
- Memaksimalkan kapasitas kosong melalui program *charter*;
- Koordinasi erat dengan Pemerintah dan SATGAS COVID-19.
- Frequency adjustment to the flights which are temporarily suspended due to the COVID-19.
- Optimization of passenger revenue through capacity adjustment;
- Optimization of ancillary revenue
- Increase the scheduled cargo revenue through optimization of cargo agents;
- Maximize empty capacity through charter program;
- Close coordination with the Government and the COVID-19 Task Force.

Kemampuan Grup untuk mempertahankan kelangsungan usahanya dan menghadapi tantangan-tantangan eksternal di atas bergantung pada kemampuan Grup untuk

The Group Management is actively monitoring the above situation and exploring the following options to anticipate a significant reduction in the numbers of passengers as a result of the COVID-19 epidemic:

The Group's ability to maintain its business continuity and deal with the above external challenges depends on the Group's ability to generate sufficient cash flows to pay its

menghasilkan arus kas yang cukup untuk membayar liabilitas secara tepat waktu dan mematuhi persyaratan dan ketentuan perjanjian kredit, serta kemampuan Grup memperbaiki operasi, kinerja, dan posisi keuangannya.

Laporan keuangan konsolidasian ini disusun dengan asumsi bahwa Grup akan terus beroperasi secara berkelanjutan. Manajemen juga telah mendapatkan *letter of support* dari induk perusahaan, Garuda, yang berkomitmen untuk terus memberikan dukungan keuangan yang memadai agar Perusahaan dapat memenuhi semua kewajiban jatuh temponya dan dapat menjalankan operasi normal Perusahaan.

TINGKAT KESEHATAN PERUSAHAAN

Berdasarkan penilaian yang dilakukan untuk tahun 2020, Perusahaan memperoleh hasil evaluasi terhadap kontrak Manajemen Perusahaan dengan skor "94,3". Perbandingan antara target dan realisasi skor penilaian tahun 2020 disajikan sebagai berikut:

liabilities in a timely manner and comply with the terms and conditions of credit agreements, as well as the Group's ability to improve its operations, performance and financial position.

These consolidated financial statements have been prepared with the assumption that the Group will continue to operate on a sustainable basis. The management has also obtained a letter of support from the parent company, Garuda, which is committed to provide adequate financial support so that the Company can meet all of its maturing obligations and is able to carry out normal operations.

HEALTH LEVEL OF THE COMPANY

Based on the assessment done for 2020, the Company was scored at "94.3" for the evaluation of the management contracts. The comparison between the target and the realization of the 2020 assessment score are presented as follows:

Indikator Penilaian Assessment Indicators	Target Target	Prestasi Score
Aspek Keuangan Financial Aspect	37	32,3
Aspek Pelanggan Customer Aspect	24	22,8
Aspek Proses Bisnis Internal Aspect of Internal Business Process	29	28,3
Aspek Pembelajaran dan Pertumbuhan Aspect of Learning and Growth	10	11,0
Total	100	94,3



TATA KELOLA PERUSAHAAN

Good Corporate Governance

05



SAFE TRAVELS



SILAHKAN VALIDASI KESEHATAN SETELAH
PLEASE VALIDATE HEALTH CERTIFICATE AFTER

"validasi Dokumen oleh Kantor Kesehatan Pelabuhan"
"document validating by the Port Health Office at"

#SAFETRAVEL



KOMITMEN DAN KEBIJAKAN TATA KELOLA PERUSAHAAN

Good Corporate Governance Commitment and Policy

PT Citilink Indonesia telah menerapkan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada setiap aspek bisnisnya guna menjaga keberlangsungan usaha serta meningkatkan daya saing dalam menghadapi tantangan usaha yang semakin kompleks dan kompetitif. Dengan berbagai upaya, Perusahaan terus memberikan dorongan untuk meningkatkan *awareness* terhadap penerapan prinsip-prinsip GCG.

Dalam penerapan GCG, Perusahaan bersama-sama dengan berbagai pihak yang menaruh perhatian terhadap perkembangan GCG di Indonesia memberikan penegasan yang kuat atas pentingnya hubungan yang harmonis antara entitas usaha dan pemangku kepentingan. Melalui hubungan yang harmonis, diharapkan akan terbentuk dunia usaha yang sehat, kompetitif, dan mampu berkontribusi pada dimensi sosial dan lingkungan di sekitarnya.

Citilink adalah maskapai penerbangan yang senantiasa menempatkan praktik GCG sebagai perangkat kebijakan yang mendasari seluruh kegiatan usaha Perusahaan. Dalam kegiatan operasional Perusahaan, GCG merupakan aspek penting dalam rangka meningkatkan dan memaksimalkan nilai Perusahaan, mendorong pengelolaan Perusahaan yang profesional, transparan, dan efisien guna memenuhi kewajiban secara bertanggung jawab kepada Pemegang Saham, mitra bisnis, konsumen atau pelanggan, serta masyarakat pada umumnya.

DASAR PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Penerapan GCG dalam Perusahaan mempunyai tujuan-tujuan strategis yang diharapkan dapat menjadi sarana untuk mencapai visi, misi dan tujuan Perusahaan secara lebih baik serta berkelanjutan. Penerapan prinsip GCG di lingkup Perusahaan dilandaskan pada ketentuan dan peraturan yang berlaku, di antaranya Undang-Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas, serta mengacu pada 5 (lima) prinsip dasar, yaitu: transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran, sebagaimana telah dirilis dalam Pedoman Umum *Good Corporate Governance* yang dikeluarkan oleh Komite Nasional Kebijakan *Governance* (KNKG).

Penerapan prinsip GCG di lingkungan Perusahaan sebagai sistem sekaligus struktur adalah untuk meyakinkan

PT Citilink Indonesia has implemented the principles of Good Corporate Governance in every aspect of its business in order to maintain business continuity and enhance competitiveness in facing increasingly complex and competitive business challenges. With various efforts, the Company continues to push the awareness of the implementation of GCG principles.

In implementing the GCG, the Company together with various parties who pay attention to the development of GCG in Indonesia provide a strong emphasis on the importance of harmonious relationships between business entities and stakeholders. Through a harmonious relationship, it is hoped that a healthy, competitive business world will be formed, and able to contribute to the social dimension and the surrounding environment.

Citilink is an airline that always places GCG practices as a policy tool that underlies all of the Company's business activities. In the Company's operational activities, GCG is an important aspect in order to increase and maximize the value of the Company, encourage professional, transparent and efficient management of the Company in order to fulfill obligations responsibly to Shareholders, business partners, consumers or customers, as well as society in general.

BASIS OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

The implementation of GCG in the Company has strategic objectives, expected to be a means to achieve the Company's vision, mission and goals in a better and sustainable manner. The implementation of GCG principles within the Company is based on the applicable rules and regulations. Among them are the Law No. 40 of 2007 about Limited Liability Companies, and refers to 5 (five) basic principles, namely: transparency, accountability, responsibility, independence, and fairness, as stipulated in the General Guidelines for Good Corporate Governance issued by the National Committee on Governance Policy (KNKG).

The application of GCG principles within the Company as a system as well as a structure is to assure all stakeholders

seluruh *stakeholders*, bahwa Perusahaan dikelola dan dikendalikan untuk melindungi kepentingan *stakeholders*, sehingga sesuai dengan peraturan perundang-undangan serta prinsip-prinsip GCG yang berlaku sebagaimana yang dijelaskan pada tabel di bawah ini.

that the Company is managed and controlled to protect the interests of *stakeholders*. So that it is in accordance with the laws and regulations as well as the applicable GCG principles as described in the table below.

Azas Principles	Penjelasan Explanation
Transparansi Transparency	Keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengemukakan informasi materiil dan relevan mengenai perusahaan. Openness in carrying out the decision-making process and openness in presenting material and relevant information about the Company.
Akuntabilitas Accountability	Kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ sehingga pengelolaan Perusahaan terlaksana secara efektif. Clarity of function, implementation and accountability of organs so that the management of the Company is conducted effectively.
Responsibilitas Responsibility	Kesesuaian dalam pengelolaan Perusahaan terhadap peraturan perundang-undangan yang berlaku dan prinsip korporasi yang sehat. Conformity in the management of the Company to the applicable laws and regulations as well as sound corporate principles.
Independensi Independence	Suatu keadaan dimana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip korporasi. A situation where the Company is managed professionally without conflict of interest and influence/pressure from any party like being ruled by the applicable laws and regulations as well as corporate principles.
Kewajaran Fairness	Keadilan dan kesetaraan dalam memenuhi hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. Justice and equality in fulfilling the rights of stakeholders that arise based on the agreements as well as applicable laws and regulations.

TUJUAN PENERAPAN GCG

Sebagai anak usaha dari Badan Usaha Milik Negara (BUMN) PT Garuda Indonesia (Persero) Tbk, Perusahaan berkomitmen menerapkan prinsip-prinsip GCG secara konsisten sebagai mekanisme yang mendasari pelaksanaan bisnis Citilink. Penerapan GCG di lingkup Perusahaan bertujuan untuk mewujudkan kinerja yang berorientasi pada prinsip korporasi yang sehat, etis, bermartabat, serta patuh terhadap peraturan perundang-undangan yang berlaku.

Adapun tujuan-tujuan khusus penerapan prinsip-prinsip GCG dalam lingkup usaha Citilink antara lain sebagai berikut:

1. Menciptakan pengelolaan yang bersandar pada asas transparansi, akuntabilitas, responsibilitas, independensi, serta kewajaran dan kesetaraan;

PURPOSE OF GCG IMPLEMENTATION

As a subsidiary of the State-Owned Enterprise (SOE) PT Garuda Indonesia (Persero) Tbk, the Company is committed to consistently implementing GCG principles as the underlying mechanism for Citilink's business implementation. The GCG application within the Company aims to realize a performance-oriented corporate principles that are healthy, ethical, dignified, and comply with the applicable laws and regulations.

The specific objectives of implementing the GCG principles within Citilink's scope of business are as follows:

1. Creating the management based on the principles of transparency, accountability, responsibility, independence, as well as fairness and equality;

- | | |
|--|--|
| <ol style="list-style-type: none"> 2. Meningkatkan nilai Perusahaan yang memiliki daya saing kuat dan berlangsung secara berkelanjutan; 3. Mendorong proses pengambilan keputusan yang sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku dengan diiringi realisasi yang bermoral tinggi; 4. Mengoptimalkan kontribusi Perusahaan dalam perekonomian nasional khususnya pada industri penerbangan nasional; dan 5. Meningkatkan kepercayaan para pemangku kepentingan (<i>stakeholders</i>) kepada Perusahaan sehingga dapat membangun citra positif perusahaan di pasar. | <ol style="list-style-type: none"> 2. Increasing the value of the Company with strong competitiveness in a sustainable manner; 3. Encouraging the decision-making process in accordance with the provisions and applicable laws and regulations accompanied by the realization of high morals; 4. Optimizing the Company's contribution to the national economy, especially in the national aviation industry; and 5. Enhancing the trust of stakeholders to the Company so as the Company can build a positive image in the market. |
|--|--|

DASAR HUKUM

Perusahaan berupaya mematuhi setiap peraturan yang merupakan landasan hukum terkait implementasi GCG. Penerapan GCG di Perusahaan mengacu kepada beberapa ketentuan, peraturan, serta perundang-undangan yang berlaku, yaitu:

1. Undang-Undang Republik Indonesia
 - a. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas
 - b. Undang-Undang Republik Indonesia No. 4 Tahun 2008 tentang Keterbukaan Informasi
2. Peraturan Menteri
 - a. Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 dan perubahannya No. PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara
 - b. Peraturan Menteri Negara BUMN No. PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola yang Baik (*Good Corporate Governance*) pada BUMN
3. Pedoman Umum *Good Corporate Governance* dari Komite Nasional Kebijakan *Governance* (KNKG) Tahun 2006.

LEGAL BASIS

The Company strives to comply with every regulation as the legal basis regarding the implementation of GCG. The GCG implementation in the Company refers to several applicable provisions, regulations, and laws, namely:

1. Laws of the Republic of Indonesia
 - a. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies
 - b. Law of the Republic of Indonesia No. 4 of 2008 on Information Disclosure
2. Ministerial Regulations
 - a. Regulation of the Minister of State Owned Enterprises No. PER-01/MBU/2011 dated August 1, 2011 and the amendment No. PER-09/MBU/2012 regarding Implementation of Good Corporate Governance in State-Owned Enterprises (SOEs)
 - b. Regulation of the Minister of State Owned Enterprises No. PER-09/MBU/2012 dated July 6, 2012 about Amendments to the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 regarding Implementation of Good Corporate Governance in SOEs
3. General Guidelines for Good Corporate Governance issued by the National Committee on Governance Policy (KNKG) in 2006.

STRUKTUR DAN *SOFT-STRUCTURE* TATA KELOLA PERUSAHAAN

Good Corporate Governance Structure and Soft-Structure

Struktur GCG Citilink telah memenuhi ketentuan yang tertuang dalam Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perusahaan Terbatas dan Anggaran Dasar Perusahaan, mencakup kepentingan Pemegang Saham yang dituangkan melalui Rapat Umum Pemegang Saham (RUPS); Direksi dengan tugasnya untuk mengelola; serta Dewan Komisaris yang berfungsi melakukan pengawasan. Sistem kepengurusan PT menganut model 2 (dua) badan (*two tier system*), yaitu Dewan Komisaris dan Direksi, yang memiliki wewenang dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanatkan dalam peraturan dan perundang-undangan.

The Citilink's GCG structure has complied with the provisions contained in the Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies and the Company's Articles of Association, including the interests of the Shareholders as outlined in the General Meeting of Shareholders (GMS); the The Board of Directors with their duties to manage; and the Board of Commissioners whose function is to supervise. The Company's management applies two tier system, namely the Board of Commissioners and the Board of Directors who have clear authorities and responsibilities according to their respective functions as mandated in the laws and regulations.



Struktur Organ GCG GCG Organ Structure	Fungsi Struktur Organ GCG Perusahaan Function of the Company's GCG Organ Structure
Rapat Umum Pemegang Saham General Meeting of Shareholders	Berperan sebagai forum pengambilan keputusan tertinggi dan memiliki wewenang yang tidak dimiliki oleh Dewan Komisaris dan Direksi dengan batasan-batasan yang diatur dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Serves as the highest decision-making forum and has the authority that is not owned by the Board of Commissioners and the Board of Directors with the boundaries set out in the Articles of Association and the applicable laws and regulations.
Dewan Komisaris The Board of Commissioners	Merupakan salah satu organ dalam Perusahaan yang berfungsi menjalankan fungsi pengawasan dan pemberian nasihat terhadap pengelolaan dan pengurusan Perusahaan yang dijalankan Direksi, termasuk mengawasi penerapan <i>Good Corporate Governance</i> (GCG). Is one of the organs within the Company with the function of supervising and providing advice on the management of the Company run by the Board of Directors, including supervising the implementation of Good Corporate Governance (GCG).
Direksi The Board of Directors	Direksi secara kolegial merupakan organ Perusahaan yang menjalankan fungsi pengelolaan dan pengurusan Perusahaan dengan memperhatikan maksud dan tujuan Perusahaan dan mengacu kepada Anggaran Dasar Perusahaan. The Board of Directors is collegially an organ of the Company with the function of managing the Company by taking into account the purposes and objectives of the Company and referring to the Articles of Association of the Company.

Dalam menjamin efektivitas dan efisiensi fungsi yang dijalankan, Dewan Komisaris dan Direksi dibantu oleh komite-komite sebagai satuan kerja yang bertanggung jawab langsung kepada Dewan Komisaris dan Direksi. Citilink juga menerapkan Audit Independen terhadap Laporan Keuangan dengan menunjuk Akuntan Publik sebagai auditor eksternal yang bekerja sama dengan Audit Internal.

Citilink memiliki perangkat kebijakan yang memberikan definisi serta batasan tugas, peran, dan tanggung jawab masing-masing organ yang diatur dalam *soft-structure* GCG, yang meliputi perangkat-perangkat sebagai berikut:

- a. Anggaran Dasar Perseroan termasuk perubahan-perubahannya berikut persetujuan atau pelaporan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia;
- b. Kode Etik;
- c. Pedoman Kerja Direksi & Dewan Komisaris ("*Board Manual*") PT Citilink Indonesia;
- d. Piagam Komite Audit;
- e. Piagam Audit Internal;
- f. *Safety Policy*;
- g. *Security Policy*;
- h. *Quality Policy*.

Citilink senantiasa meninjau dan mengawasi kecukupan perangkat kebijakan GCG dengan mempertimbangkan perkembangan regulasi dan perkembangan kebutuhan Perusahaan di masa sekarang maupun di masa mendatang.

To ensure the effectiveness and efficiency of the functions, the Board of Commissioners and the Board of Directors are assisted by committees as work units that are directly responsible to the Board of Commissioners and the Board of Directors. Citilink also implements an Independent Audit of the Financial Statements by appointing a Public Accountant as an external auditor in collaboration with the Internal Audit.

Citilink has a set of policies that provide definitions and boundaries of the duties, roles, and responsibilities of each organ regulated in the GCG soft-structure - including the following tools:

- a. The Company's Articles of Association including the amendments along with the approval or reporting to the Minister of Law and Human Rights of the Republic of Indonesia;
- b. Code of Conduct;
- c. Board Manual of PT Citilink Indonesia's Board of Commissioner and Board of Directors;
- d. Audit Committee Charter;
- e. Internal Audit Charter;
- f. *Safety Policy*;
- g. *Security Policy*;
- h. *Quality Policy*.

Citilink always reviews and monitors the adequacy of GCG policy tools by considering regulatory changes and the development of the Company's current and future needs.

SOSIALISASI KEBIJAKAN GCG

Socialization of GCG Policy

PT Citilink Indonesia telah melakukan sosialisasi GCG di lingkungan perusahaan bersamaan dengan proses pembaharuan Pakta Integritas pegawai. Seluruh pegawai akan diinformasikan kembali mengenai pentingnya mengedepankan pelaksanaan Tata Kelola Perusahaan yang Baik untuk menunjang segala bentuk aktivitas dan pekerjaan.

Wujud komitmen atas *awareness* pegawai terhadap GCG di antaranya adalah dengan memperbarui pernyataan diri terhadap *Code of Conduct* perusahaan yang menjadi satu kesatuan dengan pernyataan Pakta Integritas pegawai.

PT Citilink Indonesia has disseminated its GCG policy in its environment along with the renewal process of the employee Integrity Pact. All employees will be informed again about the importance of prioritizing the implementation of Good Corporate Governance to support all forms of activities and work.

One form of commitment to employee awareness of GCG is by updating a self-declaration of the Company's Code of Conduct which is integrated with the employee statement in the Integrity Pact.

PERKEMBANGAN PENERAPAN GCG DI TAHUN 2020

Development of GCG Implementation in 2020



JANUARI – JUNI 2020
JANUARY – JUNE 2020

Implementasi Perkembangan GCG Development of GCG Implementation

- Dalam rangka menanamkan pedoman perilaku pada karyawan baru, maka setiap karyawan baru harus menandatangani pernyataan kepatuhan terhadap ketentuan perusahaan, pedoman perilaku dan menjaga kerahasiaan perusahaan. Seluruh Direksi melakukan Pelaporan LHKPN
- Perusahaan melakukan penyempurnaan terhadap pedoman perilaku perusahaan
- Dalam rangka menjaga terlaksananya fungsi pengawasan kepengurusan perusahaan dan agar tata kelola perusahaan tetap berjalan dengan baik, Pemegang Saham menetapkan susunan Direksi dan Dewan Komisaris baru sehubungan dengan berakhirnya masa jabatan anggota Dewan Komisaris
- Perusahaan melaksanakan *Self Assessment* GCG 2019
- Pelaksanaan Rapat Direksi secara berkala
- Pelaksanaan Rapat Gabungan (Direksi dan Dewan Komisaris) secara berkala
- Perusahaan telah melakukan pengesahan terhadap RKAP 2020 melalui RUPS RKAP
- Perusahaan melakukan induksi kepada Direksi dan Dewan Komisaris baru. Perusahaan memiliki kebijakan program pengenalan bagi Direksi yang baru menjabat agar dapat bekerja selaras dengan organ Perusahaan yang lain. Program tersebut bertujuan untuk memberikan pengetahuan lebih kepada Direksi baru terkait organisasi dan operasional Perusahaan khususnya terkait bidang tugas Direksi yang baru. Penanggung jawab program pengenalan bagi anggota Direksi baru berada pada fungsi Sekretaris Perusahaan.
- Perusahaan melakukan penyusunan RKAP 2021 dan RJPP 2020-2024
- Perusahaan melakukan pembahasan mengenai rencana bisnis jangka pendek tahun 2021
- Perusahaan melakukan penyempurnaan terhadap struktur organisasi perusahaan untuk mengoptimalkan pelaksanaan bisnis dan operasional diantaranya terdapat Divisi *Charter & Umrah*, Divisi *Cargo* serta Divisi *Ancillary & Loyalty*.
- Setiap Direktorat Perusahaan melakukan peninjauan terhadap kebijakan-kebijakan maupun prosedur perusahaan.
- In order to instill the code of conduct in new employees, each of them sign a statement of compliance with the Company's regulations, code of conduct and maintain the Company's confidentiality. All Directors report their wealth to the state (LHKPN)
- The Company makes improvements to its code of conduct
- In order to maintain the implementation of the supervisory function over the management of the Company and so that the good corporate governance continues to run well, the Shareholders determine the composition of the new Board of Directors and Board of Commissioners after the end of the term of office of the previous members of the Board of Commissioners.
- The Company conducts Self Assessment of GCG implemented in 2019
- Implementation of periodic meetings of the Board of Directors
- Implementation of periodic joint meetings (Board of Directors and Board of Commissioners)
- The Company ratifies the 2020 Corporate Work and Budget Plan (RKAP) through the GMS on RKAP
- The Company conducts induction to the new Board of Directors and Board of Commissioners. The Company has an introduction program policy for new Directors so that they can work in harmony with other organs. The program aims to provide more knowledge to the new Directors regarding the organization and operations of the Company, especially related to the duties of the new Directors. The person in charge of the introduction program for new members of the Board of Directors is the Corporate Secretary.
- The Company prepares RKAP 2021 and long-term plan (RJPP) 2020-2024
- The Company discusses the short-term business plan for 2021
- The Company makes improvements to its organizational structure to optimize business and operational implementation, including the Charter & Umrah Division, Cargo Division and Ancillary & Loyalty Division.
- Each Directorate of the Company conducts a review of the Company's policies and procedures.

Tahun 2020 Perusahaan memasuki tahapan baru dalam upaya meningkatkan komitmen perusahaan yang senantiasa patuh terhadap pelaksanaan GCG. Berikut uraian perkembangan GCG di tahun 2020:

In 2020 the Company entered a new stage in an effort to strengthen the Company's commitment to always comply with the implementation of GCG. The following is a description of the development of GCG in 2020:

JULI – DESEMBER 2020
JULY – DECEMBER 2020

Implementasi Perkembangan GCG
Development of GCG Implementation

- Perusahaan secara berkala melakukan *Corporate Social Responsibility* (CSR)
- Pelaksanaan Rapat Direksi secara berkala, khususnya untuk menetapkan kebijakan perusahaan dalam kondisi COVID-19
- Pembentukan tim *Task Force* COVID-19
- Perusahaan banyak melakukan koordinasi dengan Kementerian Perhubungan terkait penyesuaian kebijakan penerbangan dalam kondisi COVID-19
- Perusahaan melakukan penyusunan kebijakan internal yang disesuaikan dengan ketentuan eksternal, perkembangan bisnis Perusahaan dan berlaku secara korporasi, yaitu: Pedoman Kebijakan Perusahaan, *Document Management System*, dan pedoman kerja sama
- Sebagai bentuk komitmen perusahaan terhadap penerapan pengendalian gratifikasi maka perusahaan memberikan imbauan yang diedarkan ke seluruh lini perusahaan berupa larangan penerimaan gratifikasi di hari-hari besar dan melaporkan segala bentuk penerimaan gratifikasi kepada unit pengendalian gratifikasi untuk dikelola penyalurannya secara internal
- Perusahaan melakukan penyesuaian terhadap struktur organisasi perusahaan
- Dalam rangka meningkatkan internalisasi budaya kerja perusahaan, Perusahaan telah melakukan berbagai kegiatan diantaranya dengan membentuk AOC, pelaksanaan *training*, sosialisasi dan *workshop* terhadap Direksi dan karyawan
- Melakukan penyempurnaan *website* Perusahaan
- Pelaksanaan Rapat Direksi secara berkala
- Pelaksanaan Rapat Gabungan (Direksi dan Dewan Komisaris) secara berkala
- Perusahaan melakukan penyegaran kembali atas komitmen pegawai dengan melakukan pengisian terhadap pakta integritas atas pelaksanaan tata kelola perusahaan yang baik
- Membentuk penanggung jawab dalam implementasi sistem manajemen anti penyuapan di lingkungan Citilink
- The Company periodically holds programs of Corporate Social Responsibility (CSR)
- Implementation of regular Board of Directors meetings, especially to determine the Company's policies in the COVID-19 condition
- Establishment of COVID-19 Task Force
- The Company coordinates with the Ministry of Transportation regarding the adjustment of flight policies during the COVID-19 pandemic
- The Company prepares internal policies that are adjusted to the external regulations and business developments and applies corporately, namely: Company Policy Guidelines, Document Management System, and Cooperation Guidelines.
- As a form of the company's commitment to the implementation of gratification control, the Company provides an campaign circulated to all lines of the Company containing a prohibition on receiving gratuities on major holidays and reporting receipt of gratuities to the gratification control unit to be managed internally.
- The Company makes adjustments to its organizational structure
- In order to improve the internalization of the Company's work culture, the Company performs various activities including AOC establishment, training, socialization and workshops for the Board of Directors and employees.
- Performing improvements to the Company's website
- Implementation of periodic meetings of the Board of Directors
- Implementation of periodic joint meetings (Board of Directors and Board of Commissioners)
- The Company refreshes the commitment of employees by filling out the integrity pact on the implementation of good corporate governance
- Appointing the person in charge of the implementation of the anti-bribery management system within Citilink

RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi dalam Perusahaan yang berfungsi sebagai forum pengambilan keputusan tertinggi dan memiliki wewenang yang tidak dimiliki oleh Dewan Komisaris dan Direksi, dengan batasan yang diatur dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Sebagaimana ditetapkan dalam Anggaran Dasar Perusahaan, pelaksanaan RUPS sekurang-kurangnya 1 (satu) kali dalam setahun dan harus diselenggarakan paling lambat di bulan Juni setelah berakhirnya tahun buku.

Sebagaimana ditetapkan dalam Anggaran Dasar, RUPS terdiri dari Rapat Umum Pemegang Saham Tahunan (RUPST) dan Rapat Umum Pemegang Saham Luar Biasa (RUPS-LB). RUPST meliputi persetujuan Laporan Tahunan dan persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP).

RUPS memiliki wewenang yang tidak dimiliki oleh Dewan Komisaris dan Direksi, dengan batasan yang telah diatur dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Wewenang RUPS antara lain sebagai berikut:

- a. Memutuskan perubahan Anggaran Dasar;
- b. Memutuskan perubahan modal dan/atau pengeluaran saham-saham yang masih disimpan untuk keperluan modal;
- c. Memberikan persetujuan atau menolak pemindahan hak atas saham Perusahaan;
- d. Memutuskan penggabungan, peleburan, dan pengambilalihan serta pembubaran Perusahaan;
- e. Memutuskan untuk mengalihkan, menjadikan jaminan utang, melepaskan hak atas seluruh atau sebagian besar harta kekayaan Perusahaan dalam satu tahun buku;
- f. Menyetujui atau menolak rencana kerja dan anggaran serta rencana jangka panjang Perusahaan yang disusun oleh Direksi;
- g. Mengangkat dan memberhentikan Direksi dan Dewan Komisaris;
- h. Menilai kinerja Dewan Komisaris dan Direksi;

The General Meeting of Shareholders (GMS) is the highest organ in the Company that functions as the highest decision-making forum and has the authorities that the Board of Commissioners and the Board of Directors do not have, with the boundaries set out in the Articles of Association and the prevailing laws and regulations. As stipulated in the Company's Articles of Association, the GMS is held at least 1 (one) time a year and must be held no later than June after the end of the financial year.

As stipulated in the Articles of Association, the GMS consists of the Annual General Meeting of Shareholders (AGMS) and the Extraordinary General Meeting of Shareholders (EGMS). The AGMS includes the approval of the Annual Report and the Company's Work and Budget Plan (RKAP).

The GMS has the authorities that the Board of Commissioners and the Board of Directors do not have, with the boundaries set out in the Articles of Association and the prevailing laws and regulations. The authorities of the GMS include the following:

- a. To decide whether necessary to amend the Articles of Association;
- b. To decide on any change in capital and/or issuance of shares that are still kept for capital purposes;
- c. To approve or decline the transfer of rights of the Company's shares;
- d. To decide on the merger, consolidation, and takeover and dissolution of the Company;
- e. To decide on the transfer, making debt collateral, relinquish rights to all or most of the Company's assets within one financial year;
- f. To approve or decline the corporate work and budget plan as well as the Company's long-term plan prepared by the Board of Directors;
- g. To appoint and dismiss the Board of Directors and the Board of Commissioners;
- h. To assess the performance of the Board of Commissioners and the Board of Directors;

- i. Mengesahkan laporan tahunan dan perhitungan tahunan yang diajukan Direksi;
 - j. Memutuskan penggunaan laba bersih termasuk menentukan jumlah penyisihan untuk cadangan;
 - k. Menetapkan auditor eksternal berdasarkan usulan yang diterima dari Dewan Komisaris;
 - l. Menetapkan remunerasi (gaji dan/atau tunjangan) Dewan Komisaris dan Direksi; dan
 - m. Wewenang lainnya sebagaimana diatur dalam peraturan perundang-undangan yang berlaku.
- i. To approve the annual report and annual calculation submitted by the Board of Directors;
 - j. To decide on the use of net income including determining the amount of allowance for reserves;
 - k. To appoint an external auditor based on the proposal received from the Board of Commissioners;
 - l. To determine the remuneration (salary and/or allowances) of the Board of Commissioners and the Board of Directors; and
 - m. Other authorities as regulated in the applicable laws and regulations.

INFORMASI TENTANG PENYELENGGARAAN RUPS TAHUN 2020 DAN TINDAK LANJUTNYA OLEH MANAJEMEN

Sepanjang tahun 2020, Perusahaan telah menyelenggarakan 2 (dua) kali RUPS Tahunan, yakni RUPS Tahunan tentang RUPS Persetujuan Laporan Tahunan Tahun Buku 2019 serta RUPS Persetujuan Rencana Kerja & Anggaran Perusahaan (RKAP) 2020.

RUPS Tahunan mengenai Persetujuan Laporan Tahunan Tahun Buku 2019 dan Rencana Kerja & Anggaran Perusahaan (RKAP) 2020 dilaksanakan pada tanggal 28 Mei 2020 dengan menggunakan media *online/Video Conference* di tempat kerja masing-masing.

Hasil keputusan RUPS Tahunan tersebut telah ditindaklanjuti seluruhnya oleh manajemen dan telah terdokumentasi pada Risalah Rapat Umum Pemegang Saham Tahunan Persetujuan Laporan Tahunan Tahun Buku 2019 dan Rencana Kerja & Anggaran Perusahaan (RKAP) Tahun 2020 tanggal 28 Mei 2020.

PELAKSANAAN DAN HASIL KEPUTUSAN RUPS TAHUNAN 2020

Sepanjang tahun 2020, Perusahaan telah menyelenggarakan RUPS Tahunan, yaitu RUPS Persetujuan Laporan Tahunan Tahun Buku 2019 dan RUPS Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020- yang diselenggarakan pada tanggal 28 Mei 2020. Bersamaan dengan RUPS Tahunan, Pemegang Saham juga memberikan keputusan mengenai beberapa mata acara lainnya termasuk memberikan keputusan mengenai perubahan susunan pengurus Perusahaan.

INFORMATION ON THE GMS IMPLEMENTATION IN 2020 AND ITS FOLLOW-UP BY THE MANAGEMENT

Throughout 2020, the Company has held 2 (two) Annual General Meetings of Shareholders, namely the Annual General Meeting of Shareholders on the Approval of the Annual Report for the 2019 Financial Year and the General Meeting of Shareholders on the Approval of the Company's Work & Budget Plan (RKAP) 2020.

The Annual GMS regarding Approval of the 2019 Fiscal Year Annual Report and the Company's Work & Budget Plan (RKAP) 2020 was held on May 28, 2020 using online media/ Video Conference in their respective workplaces.

The resolutions of the Annual GMS have been fully followed up by the management and have been documented in the Minutes of the Annual General Meeting of Shareholders on the Approval of the 2019 Fiscal Year Annual Report and the Company's 2020 Work & Budget Plan (RKAP) dated May 28, 2020.

IMPLEMENTATION AND RESULTS OF ANNUAL GMS IN 2020

In 2020, the Company held the Annual GMS on the Approval of the 2019 Annual Report and the 2020 Corporate Work and Budget Plan (RKAP) - which were held on May 28, 2020. Along with the Annual GMS, the Shareholders also made a decision regarding several other agenda items including the changes in the composition of the Company's management.

Agenda dan keputusan RUPS Tahun 2020 di atas tertuang dalam Risalah Rapat Umum Pemegang Saham Tahunan Persetujuan Laporan Tahunan Tahun Buku 2019 dan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020, tertanggal 28 Mei 2020 dan kemudian dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 33 tanggal 23 Juni 2020 yang dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta. Agenda dan keputusan tersebut terdiri dari:

The agenda and resolutions of the 2020 GMS above are contained in the Minutes of the Annual General Meeting of Shareholders on the Approval of the 2019 Fiscal Year Annual Report and the Company's 2020 Work and Budget Plan (RKAP), dated May 28, 2020 and later stated in the Deed of Meeting Resolutions Statement No. 33 dated June 23, 2020 made before Arry Supratno, S.H., a notary in Jakarta. The agenda and decisions consist of:

Agenda/Mata Acara 1:
Agenda 1:

Persetujuan dan Pengesahan Laporan Tahunan Tahun Buku 2019 termasuk di dalamnya Laporan Keuangan Konsolidasian Perseroan yang berakhir pada tanggal 31 Desember 2019, Laporan Tugas Pengawasan Dewan Komisaris yang berakhir pada tanggal 31 Desember 2019, serta penyajian kembali Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2018 serta pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada para Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku yang berakhir pada 31 Desember 2019;

To approve and ratify the 2019 Fiscal Year Annual Report, including the Company's Consolidated Financial Statements ending on December 31, 2019, the Board of Commissioners' Report on Supervisory Duties ending on December 31, 2019, as well as restatement of the Company's Financial Statements ending on December 31, 2018 and to grant full release and discharge of responsibilities (*volledig acquit et de charge*) to the Board of Directors and the Board of Commissioners for the management and supervisory actions that have been carried out during the financial year ended December 31, 2019;

Keputusan Agenda/Mata Acara 1:
Resolutions of Agenda 1:

- Menyetujui Laporan Tahunan PT Citilink Indonesia termasuk di dalamnya Laporan Manajemen dan Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan Konsolidasian PT Citilink Indonesia untuk tahun buku 31 Desember 2019 termasuk di dalamnya penyajian kembali Laporan Keuangan Perseroan yang untuk Tahun Buku yang berakhir pada 31 Desember 2018 yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis dan Rekan (PWC Indonesia) dengan laporan audit nomor: 00404/2.1025/AU.1/06/1130-1/1/III/2020 tanggal 26 Maret 2020;
- Memberikan pembebasan dan pelunasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada segenap anggota Direksi dan anggota Dewan Komisaris PT Citilink Indonesia atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku yang berakhir pada 31 Desember 2019, sepanjang bukan merupakan tindakan pidana atau tindakan melanggar hukum yang berlaku, serta telah tercermin di dalam Laporan Tahunan dan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada 31 Desember 2019 termasuk di dalamnya penyajian kembali Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2018.
- Approved the Annual Report of PT Citilink Indonesia including the Management Report and Supervisory Report of the Board of Commissioners and ratified the Consolidated Financial Statements of PT Citilink Indonesia for the financial year ended December 31, 2019 including the restatement of the Company's Financial Statements for the Financial Year ended December 31, 2018 which has been audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis and Partners (PWC Indonesia) with audit report number: 00404/2.1025/AU.1/06/1130-1/1/III/2020 dated March 26, 2020;
- Granted full release and discharge of responsibilities (*volledig acquit et de charge*) to all members of the Board of Directors and members of the Board of Commissioners of PT Citilink Indonesia for the management and supervisory actions that have been carried out during the financial year ended on December 31, 2019 - as long as they are not criminal acts or acts that violate applicable law, and has been reflected in the Company's Annual Report and Consolidated Financial Statements for the financial year ended December 31, 2019 including the restatement of the Company's Financial Statements ended on December 31, 2018.

Agenda/Mata Acara 2:
Agenda 2:

Penetapan Penggunaan Laba Bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2019;
To determine the use of the Company's Net Profit for the financial year ended on December 31, 2019;

Keputusan Agenda/Mata Acara 2:
Resolutions of Agenda 2:

Menyetujui untuk menahan seluruh Laba Bersih Perseroan Tahun Buku 2019 serta tidak dilakukan pembagian dividen untuk Tahun Buku 2019 dalam rangka pengembangan usaha Perseroan.
Approved to withhold all of the Company's Net Profit for the 2019 Fiscal Year and no dividend distribution for the 2019 Fiscal Year in the context of the Company's business development.

Agenda/Mata Acara 3:
Agenda 3:

Persetujuan dan Pengesahan RKAP Perseroan Tahun 2020;
To approve and ratify the Company's 2020 Work and Budget Plan (RKAP);

Keputusan Agenda/Mata Acara 3:
Resolutions of Agenda 3:

- Menerima dan menyetujui Rencana Kerja dan Anggaran Perusahaan PT Citilink Indonesia tahun 2020 dengan rincian sebagai berikut:
 1. Total Pendapatan Usaha USD1,111.9 juta
 2. Laba bersih USD4.0 juta
 3. Pinjaman Baru USD50.0 juta
 4. Investasi USD19.3 juta
- Menetapkan bahwa pelaksanaan investasi serta pendanaan di tahun 2020 sebagaimana telah tertuang dalam RKAP tahun 2020 wajib mendapatkan persetujuan dari Dewan Komisaris dan Pemegang Saham terlebih dahulu melalui penyampaian analisa kelayakan (*feasibility study*) yang komprehensif;
- Menyetujui seluruh dokumen yang terdiri dari Buku RKAP 2020, Tanggapan Dewan Komisaris, Tanggapan Pemegang Saham, serta Tanggapan Peserta RUPS merupakan bagian yang tidak terpisahkan dari keputusan RUPS ini. RUPS memberikan wewenang dan kuasa dengan hak substitusi kepada Direksi Perseroan, baik bersama-sama maupun sendiri-sendiri untuk melakukan segala tindakan yang diperlukan sehubungan dengan keputusan Para Pemegang Saham, termasuk namun tidak terbatas kepada memberikan keterangan-keterangan yang diperlukan, menandatangani akta-akta, surat-surat dan dokumen-dokumen terkait.
- Approved and ratified PT Citilink Indonesia's 2020 Corporate Work and Budget Plan with the following details:
 1. Total Operating Revenue USD1,111.9 million
 2. Net Profit USD4.0 million
 3. New Loans USD50.0 million
 4. Investment USD19.3 million
- Determined that the implementation of investment and funding in 2020 as stated in the 2020 RKAP must first obtain approval from the Board of Commissioners and Shareholders through the submission of a comprehensive feasibility study;
- Approved all documents consisting of the 2020 RKAP Book, Board of Commissioners' Responses, Shareholders' Responses, and GMS Participants' Responses which are an integral part of the GMS resolutions. The GMS granted authority and power of attorney with substitution rights to the Board of Directors of the Company, either jointly or individually to take all necessary actions in connection with the decisions of the Shareholders, including but not limited to providing the necessary information, signing the deeds, related papers and documents.

Agenda/ Mata Acara 4:
Agenda 4:

Penunjukkan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Tahun Buku 2020;
To appoint a Public Accounting Firm for auditing the Financial Statements of 2020 Financial Year;

Keputusan Agenda/Mata Acara 4:
Resolutions of Agenda 4:

Menetapkan penunjukan Kantor Akuntan Publik (KAP) untuk Laporan Keuangan PT Citilink Indonesia untuk tahun buku yang berakhir 31 Desember 2020, disesuaikan dengan auditor yang ditunjuk oleh induk Perseroan dan melimpahkan kewenangan serta memberikan kuasa kepada Dewan Komisaris PT Citilink Indonesia dalam penetapan *audit fee* Akuntan Publik dengan tetap mengacu kepada Tata Kelola Perusahaan yang Baik. Termasuk menetapkan KAP pengganti dalam hal KAP yang ditunjuk oleh induk Perseroan karena sebab apapun tidak dapat melaksanakan audit atas Laporan Keuangan Perseroan untuk tahun buku 2020, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi KAP pengganti tersebut.

Determined the appointment of a Public Accounting Firm (KAP) for the Financial Statements of PT Citilink Indonesia for the financial year ended on December 31, 2020, adjusted to the auditor appointed by the parent company and delegated authority and gave power to the Board of Commissioners of PT Citilink Indonesia in determining the audit fee of the Public Accountant Firm with still refers to Good Corporate Governance. This includes determining a replacement of the KAP in the event that the KAP appointed by the parent company for any reason is unable to carry out an audit of the Company's Financial Statements for the 2020 financial year, including determining the fee for the audit services and other requirements for the KAP replacement.

Agenda/Mata Acara 5:
Agenda 5:

Penetapan Gaji dan Honorarium serta Tunjangan lainnya untuk Tahun Buku 2020 dan Tantiem/Insentif untuk Tahun Buku 2019 untuk Direksi dan Dewan Komisaris;
To determine the Salary and Honorarium and other Allowances for Financial Year 2020 and Bonuses/Incentives for Financial Year 2019 for the Board of Directors and Board of Commissioners;

Keputusan Agenda/Mata Acara 5:
Resolutions of Agenda 5:

- Memberikan kuasa dan wewenang kepada Dewan Komisaris PT Citilink Indonesia dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Garuda Indonesia (Persero) Tbk selaku Pemegang Saham Pengendali untuk menetapkan Gaji dan Honorarium serta Tunjangan lainnya bagi Anggota Direksi dan Dewan Komisaris untuk tahun buku 2020;
- Memberikan kuasa dan wewenang kepada Dewan Komisaris PT Citilink Indonesia dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Garuda Indonesia (Persero) Tbk selaku Pemegang Saham Pengendali guna menetapkan besaran Tantiem/Insentif bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2019.
- Granted power and authority to the Board of Commissioners of PT Citilink Indonesia, prior to obtaining written approval from PT Garuda Indonesia (Persero) Tbk as the Controlling Shareholder, to determine the Salary and Honorarium and other Benefits for Members of the Board of Directors and Board of Commissioners for the financial year 2020;
- Granted power and authority to the Board of Commissioners of PT Citilink Indonesia, prior to obtaining written approval from PT Garuda Indonesia (Persero) Tbk as the Controlling Shareholder, to determine the amount of Bonuses/Incentives for members of the Board of Directors and Board of Commissioners of the Company for the financial year 2019.

Agenda/Mata Acara 6:
Agenda 6:

Pengukuhan Pemberlakuan Peraturan Menteri BUMN Nomor: PER-08/MBU/12/2019 Tahun 2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara;

Determination to implement the Minister of SOE Regulation Number: PER-08/MBU/12/2019 Year 2019 regarding General Guidelines for the Procurement of Goods and Services for State-Owned Enterprises;

Keputusan Agenda/Mata Acara 6:
Resolutions of Agenda 6:

Menyetujui pengukuhan pemberlakuan Peraturan Menteri BUMN No. PER- 08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa BUMN berikut perubahannya.

Approved the determination to implement the Minister of SOE Regulation No. PER-08/MBU/12/2019 concerning General Guidelines for the Procurement of Goods and Services for State-Owned Enterprises and its amendments.

Agenda/Mata Acara 7:
Agenda 7:

Perubahan susunan pengurus Perseroan.

Changes in the composition of the Company's management.

Keputusan Agenda/Mata Acara 7:
Resolutions of Agenda 7:

- Menyetujui untuk memberhentikan dengan hormat Sdr. Capt. Avirianto dari jabatannya selaku Komisaris Citilink yang berlaku efektif sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas pengabdianya selama memangku jabatan tersebut;
- Menyetujui dan mengangkat Sdri. Adita Irawati sebagai Komisaris PT Citilink Indonesia untuk masa jabatan 3 (tiga) tahun yang berlaku efektif sejak ditutupnya RUPS ini, dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu memberhentikan sebelum masa jabatannya berakhir;
- Menyetujui dan mengangkat Sdr. Hasan M. Soedjono sebagai Komisaris PT Citilink Indonesia yang berlaku efektif sejak yang bersangkutan disetujui oleh Dewan Komisaris PT Garuda Indonesia (Persero) Tbk dan Kementerian BUMN selaku Pemegang Saham Seri A PT Garuda Indonesia (Persero) Tbk;
- Menyetujui mengalihkan penugasan Sdr. Dony Oskaria dari semula Komisaris menjadi Komisaris Utama Perseroan, dengan masa jabatan meneruskan sisa masa jabatan sesuai dengan Keputusan RUPS sebelumnya;
- Sehubungan dengan keputusan nomor 3 dan 4 di atas, dan dengan tujuan agar tetap terdapat fungsi pengawasan terhadap kebijakan pengurusan serta jalannya pengawasan Perseroan oleh Dewan Komisaris, sehingga dipandang perlu untuk menetapkan Sdr. Hasan M. Soedjono sebagai Pejabat Sementara (Pjs) Komisaris Perseroan dan Sdr. Dony Oskaria sebagai (Pjs) Komisaris Utama dengan kekuasaan dan wewenang yang sama sampai dengan diperolehnya persetujuan dari Dewan Komisaris PT Garuda Indonesia (Persero) Tbk serta Kementerian BUMN;
- Dengan adanya perubahan komposisi Dewan Komisaris tersebut, maka susunan Dewan Komisaris Perseroan menjadi sebagai berikut:

Dewan Komisaris Perseroan

Pjs. Komisaris Utama	: Sdr. Dony Oskaria
Komisaris	: Sdr. Abdul Aziz
Komisaris	: Sdri. Adita Irawati
Pjs. Komisaris	: Sdr. Hasan M. Soedjono

- Menyetujui untuk memberhentikan dengan hormat Sdr. Capt. Prasetyo Arie Wahyudi Fadjar dari jabatannya selaku Pejabat Sementara (Pjs) Direksi Citilink yang berlaku efektif sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas pengabdianya selama memangku jabatan tersebut;
- Menyetujui dan mengangkat Sdr. Erlangga Sakti sebagai Direksi PT Citilink Indonesia yang berlaku efektif sejak disetujuinya yang bersangkutan oleh Dewan Komisaris PT Garuda Indonesia (Persero) Tbk dan Kementerian BUMN selaku Pemegang Saham Seri A PT Garuda Indonesia (Persero) Tbk;
- Sehubungan dengan keputusan nomor 8 di atas dan dengan tujuan agar tetap berjalannya fungsi manajemen pada Perseroan, sehingga dipandang perlu untuk menetapkan Sdr. Erlangga Sakti sebagai Pejabat Sementara (Pjs) Direksi Perseroan dengan kekuasaan dan wewenang yang sama sampai dengan diperolehnya persetujuan dari Dewan Komisaris PT Garuda Indonesia (Persero) Tbk serta Kementerian BUMN;
- Dengan adanya perubahan komposisi Direksi tersebut, maka susunan Direksi Perseroan menjadi sebagai berikut:
Direksi Perseroan

Direktur Utama	: Sdr. Juliandra
Pjs. Direksi	: Sdri. Ester Siahaan
Pjs. Direksi	: Sdr. Benny Rustanto
Pjs. Direksi	: Sdr. Erlangga Sakti
- Memberikan wewenang dan kuasa dengan hak substitusi kepada masing-masing anggota Direksi Perseroan untuk menyatakan kembali keputusan-keputusan Para Pemegang Saham ini di hadapan Notaris dan/atau badan, pejabat/instansi yang berwenang, serta untuk melakukan segala tindakan yang diperlukan sehubungan dengan pengangkatan anggota Dewan Komisaris dan Direksi Perseroan tersebut di atas, termasuk untuk mengurus perolehan persetujuan dan pendaftaran kepada instansi yang berwenang sesuai dengan peraturan perundang-undangan yang berlaku.
- Approved to honorably dismiss Mr. Capt. Avirianto from his position as Commissioner of Citilink which is effective as of the closing of this GMS, with gratitude for his service during his tenure;
- Approved and appointed Ms. Adita Irawati as Commissioner of PT Citilink Indonesia for a term of office of 3 (three) years which is effective as of the closing of this GMS, without prejudice to the right of the GMS to dismiss her at any time before the end of her term of office;
- Approved and appointed Mr. Hasan M. Soedjono as Commissioner of PT Citilink Indonesia which is effective since the approval by the Board of Commissioners of PT Garuda Indonesia (Persero) Tbk and the Ministry of SOEs as Series A Shareholder of PT Garuda Indonesia (Persero) Tbk;
- Approved to transfer the assignment of Mr. Dony Oskaria as Commissioner to become the President Commissioner of the Company, with a term of office continuing his remaining tenure in accordance with the resolution of the previous GMS;
- In connection with the resolutions number 3 and 4 above, and to make the supervisory function of the management policies and supervision of the Company by the Board of Commissioners run properly, it is deemed necessary to determine Mr. Hasan M. Soedjono as Interim Commissioner of the Company and Mr. Dony Oskaria as Interim President Commissioner with the same power and authority pending approval by the Board of Commissioners of PT Garuda Indonesia (Persero) Tbk and the Ministry of SOEs;
- The changes make the composition of the Company's Board of Commissioners as follows:
The Company's Board of Commissioners

Interim President Commissioner	: Mr. Dony Oskaria
Commissioner	: Mr. Abdul Aziz
Commissioner	: Ms. Adita Irawati
Interim Commissioner	: Mr. Hasan M. Soedjono
- Approved to honorably dismiss Mr. Capt. Prasetyo Arie Wahyudi Fadjar from his position as Temporary Officer of Citilink's Board of Directors effective at the closing of this GMS, with gratitude for his service during his tenure;
- Approved and appointed Mr. Erlangga Sakti as Director of PT Citilink Indonesia which is effective as of the approval by the Board of Commissioners of PT Garuda Indonesia (Persero) Tbk and the Ministry of SOEs as the Series A Shareholder of PT Garuda Indonesia (Persero) Tbk;
- In connection with decision number 8 above and with the aim to keep the management function in the Company well running, it is deemed necessary to appoint Mr. Erlangga Sakti as Temporary Officer of the Company's Board of Directors with the same power and authority pending the approval by the Board of Commissioners of PT Garuda Indonesia (Persero) Tbk and the Ministry of SOEs;

- The changes make the composition of the Board of Directors of the Company as follows:
The Company's Board of Directors
President Director : Mr. Juliandra
Interim Director : Ms. Ester Siahaan
Interim Director : Mr. Benny Rustanto
Interim Director : Mr. Erlangga Sakti
- Granted authority and power with substitution rights to each member of the Board of Directors of the Company to restate the resolutions before a Notary and/or agency, authorized official/agency, as well as to take all necessary actions in connection with the appointment of members of the Board of Commissioners and Board of Directors of the Company mentioned above, including to take care of obtaining approval and registration with the authorized agency in accordance with the applicable laws and regulations.

**Agenda/Mata Acara 8 (Agenda tambahan lainnya):
Agenda 8 (Other additional agenda):**

Agenda Persetujuan Proses Pembubaran dan/atau Likuidasi Anak-Anak Perusahaan dan/atau Perusahaan Patungan Perseroan.
Agenda for Approval of the Dissolution and/or Liquidation Process of Subsidiaries and/or Joint Venture Companies of the Company.

**Keputusan Agenda/Mata Acara 8 (Agenda tambahan lainnya):
Resolutions of Agenda 8 (Other additional agenda):**

- Menyetujui pembubaran dan/atau likuidasi Anak Perusahaan dan/atau Perusahaan Patungan PT Citilink Indonesia yakni PT Garuda Tauberes Indonesia (GTI);
- Menyetujui pembubaran dan/atau likuidasi Anak Perusahaan dan/atau Perusahaan Patungan PT Citilink Indonesia yakni PT Garuda Ilmu Terapan Cakrawala Indonesia (GITCI);
- Menyetujui pembubaran dan/atau likuidasi Anak Perusahaan dan/atau Perusahaan Patungan PT Citilink Indonesia yakni PT Garuda Indonesia Air Charter (GIAC);
- Menyetujui pembubaran dan/atau likuidasi Anak Perusahaan dan/atau Perusahaan Patungan PT Citilink Indonesia yakni PT Indo Suplai Total Solusi; dan
- Menyetujui untuk menghentikan proses pendirian calon Anak Perusahaan dan/atau Perusahaan Patungan PT Citilink Indonesia yakni PT Rilis Arah Pratama Indonesia.
- Pelaksanaan keputusan angka 1 sampai 5, agar dilaksanakan sesuai dengan ketentuan yang berlaku di internal Perseroan dan ketentuan peraturan perundang-undangan yang berlaku.
- Direksi Perseroan agar melaporkan pelaksanaan dari keputusan angka 1 sampai 5, secara tertulis kepada Para Pemegang Saham.
- Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan pelaksanaan keputusan mata acara Rapat ini, termasuk menghadap pejabat yang berwenang, menyatakan kembali ke dalam suatu Akta Notaris dan memberikan kuasa dengan hak substitusi untuk menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau tanda penerimaan pemberitahuan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satupun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan, jika hal tersebut dipersyaratkan oleh instansi yang berwenang.
- Approved to dissolve and/or liquidate the subsidiary of PT Citilink Indonesia, named PT Garuda Tauberes Indonesia (GTI);
- Approved to dissolve and/or liquidate the subsidiary of PT Citilink Indonesia, named PT Garuda Ilmu Terapan Cakrawala Indonesia (GITCI);
- Approved to dissolve and/or liquidate the subsidiary of PT Citilink Indonesia, named PT Garuda Indonesia Air Charter (GIAC);
- Approved to dissolve and/or liquidate the subsidiary of PT Citilink Indonesia, named PT Indo Suplai Total Solusi; and
- Approved to stop the process of establishing a prospective subsidiary and/or joint venture company of PT Citilink Indonesia, named PT Rilis Arah Pratama Indonesia.
- The resolutions number 1 to 5 will be implemented in accordance with the provisions that apply internally to the Company and the provisions of the applicable laws and regulations.
- The Board of Directors of the Company shall report the implementation of the resolutions number 1 to 5 in writing to the Shareholders.
- Granted power and authority to the Board of Directors of the Company with substitution rights to take all necessary actions related to the implementation of the resolutions of the agenda of this Meeting, including appearing before the competent authority, restating in a Notary Deed and granting power of attorney with substitution rights to submit to the authorized entity to get approval and/or notification, as well as to do everything that is deemed necessary and useful for that purpose with nothing being excluded, including making additions and/or changes in changes, if this is required by the competent authority.

DEWAN KOMISARIS

Board of Commissioners

Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas mewajibkan semua Perusahaan yang didirikan berdasarkan hukum Indonesia mempunyai Dewan Komisaris. Tugas pokok Dewan Komisaris sebagai wakil Pemegang Saham adalah melakukan pengawasan dan pemberian saran atas kebijakan pengelolaan Direksi dengan memastikan pengelolaan sesuai dengan maksud dan tujuan usaha Perusahaan. Dewan Komisaris bertanggung jawab pelaporan kepada pemegang saham yang disampaikan melalui RUPS dan sesuai dengan Visi dan Misi, serta Anggaran Dasar Perusahaan.

KRITERIA ANGGOTA DEWAN KOMISARIS

Seluruh anggota Dewan Komisaris telah memenuhi kriteria yang ditentukan, baik berdasarkan ketentuan Anggaran Dasar Perusahaan maupun peraturan perundang-undangan lainnya. Berdasarkan Anggaran Dasar Perusahaan, yang dapat diangkat sebagai anggota Dewan Komisaris adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:

1. Dinyatakan pailit;
2. Menjadi anggota Direksi atau anggota Dewan Komisaris atau anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Perusahaan atau Perum dinyatakan pailit; atau
3. Dihukum karena melakukan tindak pidana yang merugikan keuangan Negara dan/atau BUMN dan/atau yang berkaitan dengan sektor keuangan.

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Sesuai Anggaran Dasar Perusahaan, Dewan Komisaris berfungsi dalam mengawasi kebijakan Direksi terhadap operasional Perusahaan secara umum dengan memperhatikan ketentuan dan peraturan yang berlaku. Rincian tugas dan tanggung jawab Dewan Komisaris antara lain sebagai berikut:

1. Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perusahaan maupun usaha Perusahaan yang dilakukan oleh Direksi,

Law Number 40 of 2007 on Limited Liability Companies requires that all companies established under Indonesian law to have a Board of Commissioners. The main task of the Board of Commissioners as a representative of the Shareholders is to supervise and provide advice on the management policies to the Board of Directors by ensuring that the management is in accordance with the Company's business goals and objectives. The Board of Commissioners is responsible for reporting to shareholders which is submitted through the GMS and in accordance with the Vision and Mission, as well as the Company's Articles of Association.

CRITERIA FOR MEMBERS OF THE BOARD OF COMMISSIONERS

All members of the Board of Commissioners have to meet the specified criteria, both based on the provisions of the Company's Articles of Association and other laws and regulations. Based on the Company's Articles of Association, those who can be appointed as members of the Board of Commissioners are individuals who are capable of carrying out legal actions, except within 5 (five) years prior to their appointment they are:

1. Declared bankrupt;
2. Becoming a member of the Board of Directors or a member of the Board of Commissioners or a member of the Supervisory Board who is found guilty of causing a company to be declared bankrupt; or
3. Sentenced for committing a crime that is detrimental to the state's finances and/or SOEs and/or related to the financial sector.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

In accordance with the Company's Articles of Association, the Board of Commissioners functions in supervising the policies of the Board of Directors for the Company's operations in general by taking into account the applicable rules and regulations. The details of the duties and responsibilities of the Board of Commissioners are as follows:

1. The Board of Commissioners is in charge of supervising the management policies, the general course of management regarding the Company and the Company's business activities conducted by the Board

- serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan serta ketentuan Anggaran Dasar dan Keputusan Rapat Umum Pemegang Saham, serta peraturan perundang-undangan yang berlaku, kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan;
2. Dalam melaksanakan tugasnya tersebut setiap anggota Dewan Komisaris harus:
 - a. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban serta kewajaran;
 - b. Beritikad baik, penuh kehati-hatian dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan;
 3. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya;
 4. Dalam hal Dewan Komisaris terdiri atas 2 (dua) anggota Dewan Komisaris atau lebih, tanggung jawab sebagaimana dimaksud dalam ayat 4 (empat) berlaku secara tanggung renteng bagi setiap anggota Dewan Komisaris; dan
 5. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian apabila dapat membuktikan:
 - a. Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan.
 - b. Tidak memiliki kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengutusan Direksi yang mengakibatkan kerugian; dan
 - c. Telah memberikan nasihat kepada Direksi untuk mencegah timbul atau berlanjutnya kerugian tersebut.
- of Directors, as well as providing advice to the Board of Directors including supervision of the implementation of the Company's Long Term Plan, Work and Budget Plan as well as the provisions of the Articles of Association and the Resolutions of General Meeting of Shareholders, also the applicable laws and regulations, the interests of the Company and in accordance with the purposes and objectives of the Company;
2. In executing their duties, each member of the Board of Commissioners must:
 - a. Comply with the Articles of Association and laws and regulations as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness;
 - b. Have good faith, full of prudence and responsibility in conducting their supervisory duties and providing advice to the Board of Directors for the benefit of the Company and in accordance with the purposes and objectives of the Company;
 3. Each member of the Board of Commissioners is personally responsible for the loss of the Company if the person concerned is guilty or negligent in carrying out his/her duties;
 4. In the event that the Board of Commissioners consists of 2 (two) members or more, the responsibilities as referred to in paragraph 4 (four) apply jointly and severally to each member of the Board of Commissioners; and
 5. The members of the Board of Commissioners cannot be held responsible for losses if they can prove that they:
 - a. Have done the supervision in good faith and prudence for the benefit of the Company and in accordance with the purposes and objectives of the Company.
 - b. Do not have a personal interest, either directly or indirectly, in the actions of the Board of Directors that result in losses; and
 - c. Have provided advice to the Board of Directors to prevent the occurrence or continuation of such losses.

JUMLAH DAN KOMPOSISI DEWAN KOMISARIS

Per 31 Desember 2020, Dewan Komisaris Perusahaan berjumlah 4 (empat) orang dan telah melalui uji kelayakan dan kepatutan (*fit and proper test*) oleh Pemegang Saham guna menjamin calon Dewan Komisaris memiliki integritas, kompetensi, reputasi, bebas dari afiliasi maupun benturan kepentingan lainnya dan pengalaman serta keahlian yang dibutuhkan dalam menjalankan fungsi dan tugasnya masing-masing.

Adapun komposisi dan susunan Dewan Komisaris per 31 Desember 2020 adalah sebagai berikut:

NUMBER AND COMPOSITION OF THE BOARD OF COMMISSIONERS MEMBERS

As of December 31, 2020, there are 4 (four) members of the Company's Board of Commissioners and have passed a fit and proper test held by the Shareholders to ensure that the candidates for the Board of Commissioners have integrity, competence, reputation, are free from affiliation or other conflicts of interest with experience and expertise needed in performing their respective functions and duties.

The number and composition of the Board of Commissioners members as of December 31, 2020 are as follows:

Komposisi dan Susunan Dewan Komisaris di Sepanjang Tahun 2020
Number and Composition of the Board of Commissioners Members in 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Tanggal Pengangkatan Date of Appointment	Tanggal Efektif Effective Date	Periode Jabatan Term of Office
Dony Oskaria	Komisaris Utama President Commissioner	Keputusan Para Pemegang Saham tertanggal 12 Agustus 2019 yang dinyatakan dalam Akta Pernyataan Keputusan Para Pemegang Saham No. 23 tanggal 11 September 2019 jo. Keputusan Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Citilink Indonesia tanggal 28 Mei 2020 yang dinyatakan dalam akta Pernyataan Keputusan Para Pemegang Saham No. 33 tanggal 23 Juni 2020 dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta. The Shareholders' Decision dated August 12, 2019 as stated in the Deed of Shareholders' Decision Statement No. 23 dated September 11, 2019 in conjunction with Shareholders' Decision outside the General Meeting of Shareholders of PT Citilink Indonesia on May 28, 2020 as stated in the deed of Shareholders' Decision Statement No. 33 dated June 23, 2020 made before Arry Supratno, S.H., a notary in Jakarta.	12 Agustus 2019 August 12, 2019	12 Agustus 2019 August 12, 2019	2019 – sekarang 2019 – present
Abdul Azis	Komisaris Commissioner	Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham tanggal 10 Maret 2016 yang dinyatakan dalam akta No. 20 tanggal 8 April 2016 jo. Keputusan Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Citilink Indonesia tanggal 28 Mei 2020 yang dinyatakan dalam akta Pernyataan Keputusan Para Pemegang Saham No. 33 tanggal 23 Juni 2020 dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta. The Shareholders' decision outside the General Meeting of Shareholders on March 10, 2016 stated in deed no. 20 April 8, 2016 in conjunction with Shareholders' Decision outside the General Meeting of Shareholders of PT Citilink Indonesia on May 28, 2020 as stated in the Deed of Shareholders' Decision Statement No. 33 dated June 23, 2020 made before Arry Supratno, S.H., a notary in Jakarta.	10 Maret 2016 March 10, 2016	10 Maret 2016 March 10, 2016	2016 – sekarang 2016 – present

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Tanggal Pengangkatan Date of Appointment	Tanggal Efektif Effective Date	Periode Jabatan Term of Office
Adita Irawati	Komisaris Commissioner	Keputusan Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Citilink Indonesia tanggal 28 Mei 2020 yang dinyatakan dalam akta Pernyataan Keputusan Para Pemegang Saham No. 33 tanggal 23 Juni 2020 dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta. The Shareholders' Decision outside the General Meeting of Shareholders of PT Citilink Indonesia on May 28, 2020 as stated in the Deed of Shareholders' Decision Statement No. 33 dated June 23, 2020 made before Arry Supratno, S.H., a notary in Jakarta.	28 Mei 2020 May 28, 2020	28 Mei 2020 May 28, 2020	2020 – sekarang 2020 – present
Hasan M Soedjono	Komisaris Commissioner	Keputusan Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Citilink Indonesia tanggal 28 Mei 2020 yang dinyatakan dalam akta Pernyataan Keputusan Para Pemegang Saham No. 33 tanggal 23 Juni 2020 dibuat di hadapan Arry Supratno, S.H., Notaris di Jakarta. The Shareholders' Decision outside the General Meeting of Shareholders of PT Citilink Indonesia on May 28, 2020 as stated in the Deed of Shareholders' Decision Statement No. 33 dated June 23, 2020 made before Arry Supratno, S.H., a notary in Jakarta.	28 Mei 2020 May 28, 2020	28 Mei 2020 May 28, 2020	2020 – sekarang 2020 – present

Profil seluruh anggota Dewan Komisaris dapat dilihat pada bab Profil Perusahaan pada Laporan Tahunan ini.

The profiles of all members of the Board of Commissioners can be found in the Company Profile chapter of this Annual Report.

KEBIJAKAN KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS

Citilink memiliki kebijakan keberagaman komposisi Dewan Komisaris sebagai bagian dari prinsip GCG dalam menghadirkan perspektif yang alternatif dalam pemecahan masalah hingga kebijakan pengelolaan Perusahaan. Keberagaman komposisi tercermin dalam keberagaman usia, latar belakang pendidikan, dan pengalaman kerja.

POLICY ON DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

Citilink has a policy on diversity in the composition of the Board of Commissioners as part of the implementation of GCG principles in presenting alternative perspectives in problem solving to Company management policies. The diversity is reflected in the differences of age, educational background, and work experience.

Nama dan Jabatan Name and Position	Kewarganegaraan Citizenship	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Work Experience	Keahlian Expertise	Usia Age	Jenis Kelamin Gender
Dony Oskaria Komisaris Utama President Commissioner	Indonesia Indonesian	<ul style="list-style-type: none"> ■ S1 Hubungan Internasional dari Universitas Padjadjaran (1994) ■ S2 <i>Management</i> dari <i>Asian Institute of Management Philippines</i> (2009) ■ Bachelor of International Relations from Padjadjaran University (1994) ■ Master of Management from Asian Institute of Management the Philippines (2009) 	<p>Wakil Direktur Utama PT Garuda Indonesia (Persero) Tbk (2020 - saat ini), CEO <i>Hospitality & Entertainment</i> CT Corp (2014 - 2020), Anggota Komite Ekonomi dan Industri Nasional RI (2015 - 2019), Komisaris PT Garuda Indonesia (Persero) Tbk (2014 - 2019), <i>Managing Director</i> Bank Mega (2012 - 2014).</p> <p>Deputy President & CEO of PT Garuda Indonesia (Persero) Tbk (2020 - present), CEO <i>Hospitality & Entertainment</i> CT Corp (2014 - 2020), Member of the National Economic and Industry Committee (2015 - 2019), Commissioner of PT Garuda Indonesia (Persero) Tbk (2014 - 2019), <i>Managing Director</i> of Bank Mega (2012 - 2014).</p>	<p>Bisnis, ekonomi dan bidang lainnya Business, economy and other fields</p>	51 tahun 51 years old	Laki-laki Male
Abdul Azis Komisaris Commissioner	Indonesia Indonesian	<ul style="list-style-type: none"> ■ Sekolah Tinggi Akuntansi Negara (STAN) angkatan tahun 1986 ■ Fakultas Ekonomi Universitas Syiah Kuala Banda Aceh angkatan tahun 1993 ■ Magister Akuntansi Universitas Muhammadiyah Jakarta angkatan tahun 2010 ■ MBA - <i>Logistics & Leadership</i> di <i>Kuhne Logistics University</i> Hamburg angkatan tahun 2012 	<p>Staf Khusus Menteri Sekretaris Negara (2015 - sekarang). Sebelumnya, beliau menjabat sebagai Kepala Perwakilan BPKP Provinsi Maluku (2014 - 2015), Wakil Ketua Kelompok Kerja Aset - Tim Likuidasi BRR (2008), Wakil Deputi Keuangan dan Perencanaan BRR NAD - Nias (2008 - 2009), Direktur Akuntansi dan Manajemen Aset BRR NAD - Nias (2007 - 2008), Direktur Manajemen Aset BRR NAD - Nias (2006 - 2007), Kepala Layanan Keuangan BRR NAD - Nias (2006), Kepala Subbagian Keuangan BPKP - Jakarta (2004 - 2006), Auditor pada Inspektorat BPKP Pusat - Jakarta (2001 - 2004), Auditor pada Deputi BPKP Bidang Pengawasan Pengeluaran - Jakarta (2000 - 2001), dan Auditor pada BPKP - Banda Aceh (1988 - 2000).</p>	<p>Staf Khusus Pemerintahan, Auditor Government Special Staff, Auditor</p>	53 tahun 53 years old	Laki-laki Male

Nama dan Jabatan Name and Position	Kewarganegaraan Citizenship	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Work Experience	Keahlian Expertise	Usia Age	Jenis Kelamin Gender
		<ul style="list-style-type: none"> ■ Indonesian State College of Accountancy (STAN) class of 1986 ■ Faculty of Economics, Syiah Kuala University, Banda Aceh, class of 1993 ■ Master of Accounting from Muhammadiyah University, Jakarta, class of 2010 ■ MBA – Logistics & Leadership from Kuhne Logistics University Hamburg, class of 2012 	<p>Special Staff to the Minister of State Secretary (2015 – present). Previously, he served as Head of the Maluku Province Representative of Development and Finance Comptroller/BPKP (2014 – 2015), Deputy Chair of the Asset Working Group – Liquidation Team of Rehabilitation and Reconstruction Agency/BRR (2008), Vice Deputy for Finance and Planning of BRR NAD – Nias (2008 – 2009), Director of Accounting and Asset Management of BRR NAD – Nias (2007 – 2008), Director of Asset Management of BRR NAD – Nias (2006 – 2007), Head of Financial Services of BRR NAD – Nias (2006), Head of Finance Sub-section of BPKP – Jakarta (2004 – 2006), Auditor at the Central BPKP Inspectorate – Jakarta (2001 – 2004), Auditor at BPKP Deputy for Expenditure Supervision – Jakarta (2000 – 2001), and Auditor at BPKP – Banda Aceh (1988 – 2000).</p>			
Adita Irawati Komisaris Commissioner	Indonesia Indonesian	<p><i>International Relations, Bachelor Degree</i> (1989 – 1994) Universitas Gadjah Mada Yogyakarta, <i>Bank Depository Program</i> (2000 – 2001) <i>Bank Of New York (BONY)</i> Bachelor's Degree in International Relations (1989 – 1994) Gadjah Mada University Yogyakarta, <i>Bank Depository Program</i> (2000 – 2001) <i>Bank Of New York (BONY)</i></p>	<p>McDonald Indonesia <i>Trainee Manager</i> (1994 – 1995), Surya Citra Televisi (SCTV) – <i>private broadcaster Public Relations Assistant</i> (1995 – 1996), PT Indosat Tbk – <i>an integrated telecommunications network and services provider</i> (1996 – 2013), <i>Rana Communications</i> (PT Rana Kreasi Indonesia) – <i>a communications consultant agency Founder, Owner and Managing Director</i> (Juni 2010 – November 2011), PT Penjaminan Infrastruktur Indonesia (Persero) – <i>SOE in project guarantee SVP Corporate Secretary</i> (November 2011 – Februari 2013), PT Telekomunikasi Selular (Telkomsel) – <i>biggest cellular operator in Indonesia Vice President Corporate Communications</i> (Februari 2013 – Mei 2018), <i>Special Staff for President of Republic of Indonesia</i> (Mei 2018 – Oktober 2019), <i>Special Advisory Staff and Spokesperson of Minister of Transportation</i> (Februari 2020 – sekarang).</p>	<p><i>Broadcaster Public Relations, Staf Khusus Pemerintahan</i></p> <p>Broadcaster Public Relations, Government special staff</p>	49 Tahun 49 years old	Perempuan Female

Nama dan Jabatan Name and Position	Kewarganegaraan Citizenship	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Work Experience	Keahlian Expertise	Usia Age	Jenis Kelamin Gender
			McDonald Indonesia Trainee Manager (1994 – 1995), Surya Citra Televisi (SCTV) – private broadcaster, Public Relations Assistant (1995 – 1996), PT Indosat Tbk – an integrated telecommunications network and services provider (1996 – 2013), Rana Communications (PT Rana Kreasi Indonesia) – a communications consultant agency Founder, Owner and Managing Director (June 2010 – November 2011), PT Penjaminan Infrastruktur Indonesia (Persero) – SOE in project guarantee SVP Corporate Secretary (November 2011 – February 2013), PT Telekomunikasi Selular (Telkomsel) – biggest cellular operator in Indonesia (February 2013 – May 2018), Special Staff for President of Republic of Indonesia, President Corporate Communications (May 2018 – October 2019), Special Advisory Staff and Spokesperson of Minister of Transportation (February 2020 – present).			
Hasan M. Soedjono Komisaris Commissioner	Indonesia Indonesian	<ul style="list-style-type: none"> ■ Sarjana King Fahd <i>University of Petroleum & Minerals</i>, Dhahran, Saudi (1975) ■ Magister (S2) <i>Business Administration Harvard Business School</i> (1977) 	Komisaris PT Garuda Indonesia (Persero) Tbk dan Komisaris Sriboga Flour Mill (2014 - 2018), Komisaris Utama Flight Focus Pte. Ltd (2013 - 2015), Komisaris Utama PT Sriboga Ratu Raya (2013 - 2018), Komisaris Utama Aerostratos Pte. Ltd (2011 - 2015), <i>Advisor</i> Flight Focus Pte. Ltd (2009 - 2013), Komisaris Utama PT Naviga Tech Asia (2007 - 2015), <i>President & CEO</i> President University Education Foundation (2005 - 2007), Dosen Univerrritas Indonesia (2000), President & CEO PT Asprinet Indonesia (1999 - saat ini), Konsultan Aircraft Portfolio Management Pte. Ltd (1997 - saat ini), Komisaris PT Republik Media Mandiri (1995 - 1998), <i>President & CEO</i> PT Sempati Air (1989 - 1996), Direktur Humpuss <i>Group</i> Indonesia (1986 - 1989), Komisaris PT Sumarno-Pabottingi Associates (1984 - saat ini), Direktur Utama PT Raychem Indonesia (1977 - 1984).	Bisnis, ekonomi dan bidang lainnya Business, economy and other fields	69 Tahun 69 years old	Laki-laki Male

Nama dan Jabatan Name and Position	Kewarganegaraan Citizenship	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Work Experience	Keahlian Expertise	Usia Age	Jenis Kelamin Gender
		<ul style="list-style-type: none"> ■ Bachelor's Degree from King Fahd University of Petroleum & Minerals, Dhahran, Saudi (1975) ■ Master of Business Administration from Harvard Business School (1977) 	Commissioner of PT Garuda Indonesia (Persero) Tbk and Commissioner of Sriboga Flour Mill (2014 - 2018), Chairman of Flight Focus Pte. Ltd (2013 - 2015), Chairman of PT Sriboga Ratu Raya (2013 - 2018), Chairman of Aerostratos Pte. Ltd (2011 - 2015), Advisor Flight Focus Pte. Ltd (2009 - 2013), Chairman of PT Naviga Tech Asia (2007 - 2015), President & CEO of President University Education Foundation (2005 - 2007), Lecturer at the University of Indonesia (2000), President & CEO of PT Asprinet Indonesia (1999 - present), Consultant for Aircraft Portfolio Management Pte. Ltd (1997 - present), Commissioner of PT Republik Media Mandiri (1995 - 1998), President & CEO of PT Sempati Air (1989 - 1996), Director of Humpuss Group Indonesia (1986 - 1989), Commissioner of PT Sumarno-Pabottingi Associates (1984 - present), CEO of PT Raychem Indonesia (1977 - 1984).			

PEDOMAN DAN TATA TERTIB DEWAN KOMISARIS

Dalam menjalankan tugas pengawasan, Dewan Komisaris mengacu kepada Pedoman dan Tata Tertib Kerja Dewan Komisaris yang memuat tahapan aktivitas secara terstruktur dan sistematis serta menjamin konsistensi dalam pelaksanaan tugas dan tanggung jawabnya. Dewan Komisaris telah memiliki panduan yang tertuang dalam *Board Manual* yang telah disahkan pada tanggal 29 November 2017.

GUIDELINES AND CODE OF CONDUCT OF THE BOARD OF COMMISSIONERS

In executing its supervisory duties, the Board of Commissioners refers to the Guidelines and Code of Conduct of the Board of Commissioners which contains the stages of activities in a structured and systematic manner and ensures consistency in the implementation of its duties and responsibilities. The Board of Commissioners' guidelines and code of conduct are stipulated in the Board Manual which was ratified on November 29, 2017.

KEWAJIBAN DEWAN KOMISARIS

1. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perusahaan.
2. Meneliti dan menelaah serta menandatangani Rencana Kerja dan Anggaran Perusahaan yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar.
3. Memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai alasan Dewan Komisaris menandatangani Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan.
4. Mengikuti perkembangan kegiatan Perusahaan, memberi pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai setiap masalah yang dianggap penting bagi kepengurusan Perusahaan.
5. Melaporkan dengan segera kepada Rapat Umum Pemegang Saham apabila terjadi gejala menurunnya kinerja Perusahaan atau kejadian penting lainnya yang perlu diketahui oleh Rapat Umum Pemegang Saham.
6. Meneliti dan menelaah laporan berkala dan Laporan Tahunan yang disiapkan Direksi serta menandatangani Laporan Tahunan.
7. Memberikan penjelasan, pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan, apabila diminta.
8. Menyusun program kerja tahunan dan dimasukkan ke dalam RKAP.
9. Mengusulkan akuntan publik untuk melakukan audit Laporan Tahunan kepada Rapat Umum Pemegang Saham.
10. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya.
11. Melaporkan kepada Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan tersebut dan Perusahaan lainnya.

OBLIGATIONS OF THE BOARD OF COMMISSIONERS

1. Provide advice to the Board of Directors in managing the Company.
2. Research, review and sign the Corporate Work and Budget Plan prepared by the Board of Directors, in accordance with the provisions of the Articles of Association.
3. Provide opinions and suggestions to the General Meeting of Shareholders regarding the reasons for the Board of Commissioners signing the Company's Long-Term Plan and Company's Work and Budget Plan (RKAP).
4. Monitor the development of the Company's activities, provide opinions and suggestions to the General Meeting of Shareholders regarding any issues deemed important to the management of the Company.
5. Report immediately to the General Meeting of Shareholders if there are symptoms of declining performance of the Company or other important events that need to be known by the Shareholders.
6. Research and review the periodic reports and Annual Reports prepared by the Board of Directors and sign the Annual Report.
7. Provide explanations, opinions and suggestions to the General Meeting of Shareholders regarding the Annual Report, if requested.
8. Prepare an annual work program and include it in the RKAP.
9. Propose a public accountant to audit the Annual Report to the General Meeting of Shareholders.
10. Make the minutes of the Board of Commissioners meetings and keep a copy.
11. Report to the Company regarding the share ownership of themselves and/or their family in the Company and in the other Companies.

12. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada Rapat Umum Pemegang Saham.
13. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau Keputusan Rapat Umum Pemegang Saham.

HAK DAN WEWENANG DEWAN KOMISARIS

Dalam melaksanakan tugasnya, Dewan Komisaris memiliki hak dan wewenang sebagai berikut:

1. Melihat buku-buku, surat-surat serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi, dan lain-lain surat berharga dan memeriksa kekayaan Perusahaan;
2. Memasuki pekarangan, gedung dan kantor yang dipergunakan oleh Perusahaan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
5. Meminta Direksi dan/atau Pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
6. Mengangkat dan memberhentikan Sekretaris Dewan Komisaris jika dianggap perlu;
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar Perusahaan;
8. Membentuk komite-komite termasuk Komite Audit jika dianggap perlu dengan memperhatikan kemampuan Perusahaan;

12. Provide reports on the supervisory duties that have been conducted during the last financial year to the General Meeting of Shareholders.
13. Carry out other obligations in the context of supervisory duties and provide advice, as long as they do not conflict with the laws and regulations, the Articles of Association, and/or the Resolutions of the General Meeting of Shareholders.

RIGHTS AND AUTHORITIES OF THE BOARD OF COMMISSIONERS

In performing its duties, the Board of Commissioners has the following rights and authorities:

1. Looking at the books, letters and other documents, checking the cash for verification purposes, as well as other securities and the Company's assets;
2. Entering the yards, buildings and offices used by the Company;
3. Asking for an explanation from the Board of Directors and/or other officials regarding all issues related to the management of the Company;
4. Knowing all the policies and actions that have been and will be carried out by the Board of Directors;
5. Requesting the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors to attend the Board of Commissioners meeting;
6. Appoint and dismiss the Secretary of the Board of Commissioners if deemed necessary;
7. Temporarily dismiss members of the Board of Directors in accordance with the provisions of the Company's Articles of Association;
8. Establish committees including the Audit Committee if deemed necessary by taking into account the capability of the Company;

9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu;
10. Melakukan tindakan pengurusan Perusahaan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar;
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan; dan
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau Keputusan Rapat Umum Pemegang Saham.

PROGRAM ORIENTASI BAGI DEWAN KOMISARIS BARU

Perusahaan memiliki kebijakan program pengenalan bagi Dewan Komisaris yang baru menjabat agar Dewan Komisaris dapat bekerja selaras dengan organ Perusahaan yang lain. Program tersebut bertujuan untuk memberikan pengetahuan lebih kepada Dewan Komisaris baru terkait organisasi dan operasional Perusahaan khususnya terkait bidang tugas pengawasan yang diberikan kepada Dewan Komisaris yang baru. Penanggung jawab program pengenalan bagi anggota Dewan Komisaris baru berada pada fungsi Sekretaris Perusahaan.

Sehubungan dengan adanya beberapa perubahan komposisi dan susunan Dewan Komisaris di tahun 2020, Perusahaan menggelar pengenalan Dewan Komisaris yang baru yang dilakukan pada 3 Juni 2020 di Auditorium GCC PT Garuda Indonesia (Persero) Tbk yang dihadiri oleh seluruh Dewan Komisaris dan Direksi.

HUBUNGAN AFILIASI DEWAN KOMISARIS

Seluruh anggota Dewan Komisaris telah memenuhi kriteria independensi antara lain sebagai berikut:

- a. Tidak memiliki hubungan afiliasi dengan anggota Direksi;
- b. Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya; dan

9. Using experts for certain matters and for a certain period of time at the expense of the Company, if deemed necessary;
10. Taking actions to manage the Company under certain circumstances for a certain period of time in accordance with the provisions of the Articles of Association;
11. Attending the Board of Directors meetings and providing views on the matters discussed; and
12. Implement other supervisory authorities as long as they do not conflict with the laws and regulations, the Articles of Association, and/or the Resolutions of the General Meeting of Shareholders.

ORIENTATION PROGRAM FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS

The Company has a policy on introduction program for the new members of the Board of Commissioners so that they can work in harmony with other Company organs. The program aims to provide more knowledge to the new members of the Board of Commissioners regarding the organization and operations of the Company, especially related to the supervisory duties assigned to them. The person in charge of the introduction program for new members of the Board of Commissioners is the Corporate Secretary as one of its functions.

In connection with several changes in the composition of the Board of Commissioners in 2020, the Company held the introduction to the new members of the Board of Commissioners on June 3, 2020 at the GCC Auditorium of PT Garuda Indonesia (Persero) Tbk which was attended by the entire Board of Commissioners and Directors.

AFFILIATION RELATIONSHIP OF THE BOARD OF COMMISSIONERS

All members of the Board of Commissioners have met the independence criteria, including the following:



- a. Has no affiliation with members of the Board of Directors;
- b. Has no affiliation with other members of the Board of Commissioners; and

c. Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama dan/atau pengendali;

c. Has no affiliation with the Major/Controlling Shareholder;

Independensi anggota Dewan Komisaris dimuat dalam tabel sebagai berikut:

The independence of members of the Board of Commissioners is shown in the following table:

Nama dan Jabatan Name and Position	Hubungan Keluarga dengan Affiliation Relationship with 			Hubungan Keuangan dengan Financial Relationship with 		
	Dewan Komisaris Members of the Board of Commissioners	Direksi The Board of Directors	Pemegang Saham Utama/ Pengendali Major/ Controlling Shareholder	Dewan Komisaris Members of the Board of Commissioners	Direksi The Board of Directors	Pemegang Saham Utama/ Pengendali Major/ Controlling Shareholder
Dony Oskaria Komisaris Utama President Commissioner	✗	✗	✗	✗	✗	✗
Abdul Azis Komisaris Commissioner	✗	✗	✗	✗	✗	✗
Adita Irawati Komisaris Commissioner	✗	✗	✗	✗	✗	✗
Hasan M. Soedjono Komisaris Commissioner	✗	✗	✗	✗	✗	✗

PENGUNGKAPAN RANGKAP JABATAN DEWAN KOMISARIS

Berikut disampaikan transparansi rangkap jabatan yang dimiliki Dewan Komisaris pada perusahaan lain dalam periode tahun 2020:

DISCLOSURE OF CONCURRENT POSITIONS OF THE BOARD OF COMMISSIONERS


The following is the transparency of the concurrent positions held by the Board of Commissioners in other companies during the 2020 period:

Nama dan Jabatan Name and Position	Kepengurusan pada Perusahaan/Institusi Lain Position in Other Companies/Institutions 		
	Sebagai Anggota Dewan Komisaris As a Member of the Board of Commissioners	Sebagai Anggota Direksi As a Member of the Board of Directors	Jabatan Lainnya Other Positions
Dony Oskaria Komisaris Utama / President Commissioner	✗	✓	✗
Abdul Azis Komisaris / Commissioner	✗	✗	✗
Adita Irawati Komisaris / Commissioner	✗	✗	✗
Hasan M. Soedjono Komisaris / Commissioner	✗	✗	✗

✓ = ada / yes | ✗ = tidak ada / no

Penjelasan terkait kepengurusan pada Perusahaan/ Institusi Lain, adalah sebagai berikut:

The explanation regarding the position in other companies/ institutions is as follows:

Nama Name	Jabatan pada Perusahaan/Instansi Lain Position in Other Companies/Institutions
 <p>Dony Oskaria</p>	<p>Wakil Direktur Utama PT Garuda Indonesia (Persero) Tbk Deputy President & CEO of PT Garuda Indonesia (Persero) Tbk</p>

INDEPENDENSI SERTA PENGUNGKAPAN KEPEMILIKAN SAHAM DEWAN KOMISARIS

Berikut disampaikan transparansi kepemilikan saham Perusahaan oleh Dewan Komisaris dan kepemilikan saham perusahaan lain oleh Dewan Komisaris, beserta pernyataan kepemilikan saham pribadi dan keluarga pada Perusahaan maupun perusahaan lain.

INDEPENDENCE AND DISCLOSURE OF SHARE OWNERSHIP OF THE BOARD OF COMMISSIONERS

The following is the transparency of share ownership of the Board of Commissioners in the Company and in the other companies, along with a statement of personal and family share ownership in the Company and in the other companies.

Kepemilikan Saham Dewan Komisaris Share Ownership of the Board of Commissioners

Nama dan Jabatan Name and Position	Kepemilikan Saham Share Ownership	
	Citilink Citilink	Perusahaan Lain Other Companies
Dony Oskaria Komisaris Utama / President Commissioner	✗	✗
Abdul Azis Komisaris / Commissioner	✗	✗
Adita Irawati Komisaris / Commissioner	✗	✗
Hasan M. Soedjono Komisaris / Commissioner	✗	✗

Pernyataan Kepemilikan Saham Pribadi dan Keluarga Personal and Family Share Ownership Statement

Nama dan Jabatan Name and Position	Pribadi pada Citilink Personal in Citilink	Keluarga pada Citilink Family in Citilink	Pribadi pada Perusahaan Lain Personal in Other Companies
Dony Oskaria Komisaris Utama / President Commissioner	✗	✗	✗
Abdul Azis Komisaris / Commissioner	✗	✗	✗
Adita Irawati Komisaris / Commissioner	✗	✗	✗
Hasan M. Soedjono Komisaris / Commissioner	✗	✗	✗

RAPAT DEWAN KOMISARIS

Perusahaan memiliki kebijakan pelaksanaan rapat Dewan Komisaris sekurang-kurangnya 1 kali dalam 1 bulan sebagaimana diatur dalam Anggaran Dasar Perusahaan.

Di tahun 2020, Dewan Komisaris telah melaksanakan rapat gabungan dengan mengundang Direksi yang dilaksanakan sebanyak 9 (sembilan) kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran Dewan Komisaris dan Direksi dalam rapat-rapat tersebut.

Rekapitulasi kehadiran anggota Dewan Komisaris dan Direksi pada Rapat Gabungan dapat dilihat di bawah ini.

MEETINGS OF THE BOARD OF COMMISSIONERS

The Company's policy rules the Board of Commissioners to hold a meeting at least once a month as stipulated in the Company's Articles of Association.

In 2020, the Board of Commissioners also held 9 (nine) times joint meetings with the Board of Directors. Below is the agenda and minutes of meetings, attendance, and recapitulation of the attendance rate of the Board of Commissioners and the Board of Directors in these meetings.

A summary of the attendance of members of the Board of Commissioners and Board of Directors at the Joint Meetings can be seen below.

Rekapitulasi Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan
Recapitulation of Attendance of the Board of Commissioners and Board of Directors Members at the Joint Meetings

Dewan Komisaris dan Direksi The Board of Commissioners and the Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	% Kehadiran % Attendance
Dewan Komisaris / The Board of Commissioners			
Dony Oskaria	9	9	100
Abdul Azis	9	8	88,89
Adita Irawati	9	8	88,89
Hasan M. Soedjono	9	9	100
Direksi / The Board of Directors			
Juliandra	9	9	100
Ester Siahaan	9	9	100
Benny Rustanto	9	9	100
Erlangga Sakti	9	9	100
Rata-rata Average			97,22

Risalah Rapat Gabungan Dewan Komisaris dan Direksi Serta Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan
Minutes of Joint Meetings of the Board of Commissioners with Board of Directors and Attendance of the Members at the Joint Meetings

Tanggal Rapat Date of Meeting	Tempat Place	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Attendees	Alasan Ketidakhadiran Dewan Komisaris (Jika Tidak Hadir) Reason for Absence of the Members (If Not Attending)
31 Januari 2020 January 31, 2020	Kantor Garuda Indonesia, Jl. Kebon Sirih No. 46A Jakarta Pusat Garuda Indonesia Head Office, Jl. Kebon Sirih No. 46A Jakarta Pusat	<ul style="list-style-type: none"> ■ Agenda Kinerja Perusahaan ■ Arahan Dewan Komisaris ■ Keputusan Dewan Komisaris ■ Company Performance Agenda ■ Board of Commissioners directives ■ Decision of the Board of Commissioners 	<ul style="list-style-type: none"> ■ 1 Komisaris tidak hadir ■ Direksi seluruhnya hadir ■ 1 Commissioner is absent ■ Board of Directors are all present 	Dinas On Duty
28 Februari 2020 February 28, 2020	Garuda Management Building Lt. 3, GCC	<ul style="list-style-type: none"> ■ Agenda Kinerja Perusahaan dan <i>Route Profitability</i> ■ Agenda Skenario Pengalihan pesawat ATR dari Garuda ■ Corporate Performance and Profitability Route ■ Scenario Transfer of ATR aircraft from Garuda 	<ul style="list-style-type: none"> ■ Dewan Komisaris seluruhnya hadir ■ Direksi seluruhnya hadir ■ Board of Commissioners are all present ■ Board of Directors are all present 	-
26 Maret 2020 March 26, 2020	Garuda Management Building, GCC	<ul style="list-style-type: none"> ■ Hasil audit PWC ■ Pemaparan kinerja perusahaan ■ PWC audit results ■ Presentation on the Company's performance 	<ul style="list-style-type: none"> ■ 1 Komisaris tidak hadir ■ Direksi seluruhnya hadir ■ 1 Commissioner is absent ■ Directors are all present 	Dinas On Duty
3 Juni 2020 June 3, 2020	Garuda Management Building, GCC	<ul style="list-style-type: none"> ■ Pembahasan terkait COVID-19 dan strategi perusahaan ■ Pemaparan kinerja dan kondisi perusahaan ■ Discussion on issues related to COVID-19 and the Company's strategy ■ Presentation on the Company's performance and conditions 	<ul style="list-style-type: none"> ■ Dewan Komisaris seluruhnya hadir ■ Direksi seluruhnya hadir ■ Board of Commissioners are all present ■ Board of Directors are all present 	-
7 Juli 2020 July 7, 2020	Garuda Management Building, GCC	<ul style="list-style-type: none"> ■ Pemaparan kinerja dan kondisi perusahaan ■ Penyampaian arahan-arahan Dewan Komisaris ■ Presentation on the Company's performance and conditions ■ Directives given by the Board of Commissioners 	<ul style="list-style-type: none"> ■ Dewan Komisaris seluruhnya hadir ■ Direksi seluruhnya hadir ■ Board of Commissioners are all present ■ Board of Directors are all present 	-

Tanggal Rapat Date of Meeting	Tempat Place	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Attendees	Alasan Ketidakhadiran Dewan Komisaris (Jika Tidak Hadir) Reason for Absence of the Members (If Not Attending)
16 September 2020 September 16, 2020	Virtual Zoom Meeting	<ul style="list-style-type: none"> ■ Pemaparan kinerja dan kondisi perusahaan ■ Penyampaian arahan-arahan Dewan Komisaris ■ Presentation on the Company's performance and conditions ■ Directives given by the Board of Commissioners 	<ul style="list-style-type: none"> ■ Dewan Komisaris seluruhnya hadir ■ Direksi seluruhnya hadir ■ Board of Commissioners are all present ■ Board of Directors are all present 	-
27 Oktober 2020 October 27, 2020	Garuda Management Building, GCC	<ul style="list-style-type: none"> ■ Pemaparan kinerja dan kondisi perusahaan ■ Penyampaian arahan-arahan Dewan Komisaris ■ Presentation on the Company's performance and conditions ■ Directives given by the Board of Commissioners 	<ul style="list-style-type: none"> ■ 1 Komisaris tidak hadir ■ Direksi seluruhnya hadir ■ 1 Commissioner is absent ■ Board of Directors are all present 	Dinas On Duty
30 November 2020 November 30, 2020	Garuda Management Building, GCC	<ul style="list-style-type: none"> ■ Pemaparan kinerja dan kondisi perusahaan ■ Penyampaian arahan-arahan Dewan Komisaris ■ Presentation on the Company's performance and conditions ■ Directives given by the Board of Commissioners 	<ul style="list-style-type: none"> ■ 1 Komisaris tidak hadir ■ Direksi seluruhnya hadir ■ 1 Commissioner is absent ■ Board of Directors are all present 	Dinas On Duty
21 Desember 2020 December 21, 2020	Garuda Management Building, GCC	<ul style="list-style-type: none"> ■ Pemaparan kinerja dan kondisi perusahaan ■ Penyampaian arahan-arahan Dewan Komisaris ■ Presentation on the Company's performance and conditions ■ Directives given by the Board of Commissioners 	<ul style="list-style-type: none"> ■ Dewan Komisaris seluruhnya hadir ■ Direksi seluruhnya hadir ■ Board of Commissioners are all present ■ Board of Directors are all present 	-

PELATIHAN DAN PENINGKATAN KOMPETENSI DEWAN KOMISARIS

Program pengembangan kompetensi dimaksudkan sebagai bentuk program untuk menambah wawasan dan pengetahuan Dewan Komisaris dalam rangka peningkatan kemampuan untuk menjalankan tugas, fungsi dan tanggung-jawabnya dalam melakukan pengawasan terhadap kepengurusan Perusahaan dan memberikan nasihat strategis pada Direksi untuk kemajuan Perusahaan. Tentang daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Dewan Komisaris di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

COMPETENCY TRAINING AND IMPROVEMENT FOR THE BOARD OF COMMISSIONERS

The competency development program is intended as a form to increase the insight and knowledge of the Board of Commissioners in order to enhance the prowess to perform their duties, functions and responsibilities in supervising the management of the Company and providing strategic advice to the Board of Directors for the advancement of the Company. The list of competency training and improvement activities attended by the Board of Commissioners throughout 2020 can be found in the Company Profile chapter in this annual report.

PELAKSANAAN TUGAS DAN TANGGUNG JAWAB SERTA DEWAN KOMISARIS TAHUN 2020

Dewan Komisaris melaksanakan fungsi pengawasannya melalui penyampaian saran dan arahan kepada Direksi, baik dalam bentuk surat menyurat maupun penyampaian pandangan serta berbagai rekomendasi yang mencakup pengelolaan operasional maupun hal-hal lain sesuai tugas dan kewajibannya. Dewan Komisaris, melalui kewenangannya telah melaksanakan tugas pengawasan dan pemberian arahan serta masukan terhadap Kegiatan Usaha Citilink yang dilaksanakan oleh Direksi, antara lain:

IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS IN 2020

The Board of Commissioners carries out its supervisory function through the delivery of advice and directives to the Board of Directors, both in the form of correspondence and submission of views as well as various recommendations covering operational management and other matters according to their duties and obligations. The Board of Commissioners, through their authority, has conducted the supervisory duties and provided directives and input on the Citilink's Business Activities to the Board of Directors, including:

Surat Keputusan Dewan Komisaris Decrees of The Board of Commissioners

Nomor Surat Keputusan Decrees Number	Keputusan Dewan Komisaris The Board of Commissioners Decrees
DEKOM/SKEP/005/0818	Surat Keputusan tentang Pengangkatan Sekretaris Dewan Komisaris PT Citilink Indonesia Decree regarding the Appointment of Secretary to the Board of Commissioners of PT Citilink Indonesia
DEKOM/SKEP-AN/001/0120	Surat Keputusan tentang Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2020 Decree on the Work and Budget Plan of the Board of Commissioners for 2020
DEKOM/SKEP-AN/002/0220	Surat Keputusan tentang Pembagian Tugas Dewan Komisaris PT Citilink Indonesia Decree concerning the Division of Duties of the Board of Commissioners of PT Citilink Indonesia
DEKOM/SKEP-AN/003/0220	Surat Keputusan tentang Self Assessment Decision Letter on Self Assessment
DEKOM/SKEP-AN/004/0120	Surat Keputusan tentang Tata Tertib Rapat Decision Letter about Meeting Rules of Order

Rekomendasi Dewan Komisaris Recommendations of The Board of Commissioners

Tanggal Date	Rekomendasi Dewan Komisaris Recommendations of The Board of Commissioners
Rapat 31 Januari 2020 Meeting January 31, 2020	<ol style="list-style-type: none"> Direksi untuk menunjuk konsultan dalam mengelola sumber daya manusia (SDM) Direksi untuk mengkaji rute Melbourne Penerbangan di Cina untuk dapat diberhentikan sehubungan dengan wabah COVID-19 <ol style="list-style-type: none"> The Board of Directors for appointing consultants to manage the human resources (HR) The Board of Directors for reviewing the Melbourne route Flights to China shall be suspended due to the COVID-19 outbreak
Rapat 7 Juli 2020 Meeting July 7, 2020	<ol style="list-style-type: none"> Direksi untuk dapat membuat <i>Corporate Strategy</i> Direksi untuk dapat membuat <i>workshop</i> yang dihadiri oleh level Direksi dan Dewan Komisaris sampai dengan VP, mengenai <i>corporate strategy</i> Direksi untuk dapat mendistribusikan <i>budget</i> sampai ke level bawah Direksi untuk dapat setiap tiga bulan sekali membuat <i>quarterly review</i> dengan para VP <ol style="list-style-type: none"> The Board of Directors shall be able to formulate the Corporate Strategy The Board of Directors shall be able to hold workshops on corporate strategy attended by members of the Board of Directors and the Board of Commissioners as well as the VPs. The Board of Directors shall be able to distribute the budget to the lower levels The Board of Directors shall be able to prepare a quarterly review every three months with the VPs

PENILAIAN KINERJA DEWAN KOMISARIS

Mekanisme penilaian kinerja Dewan Komisaris dilakukan melalui Rapat Umum Pemegang Saham (RUPS) pada saat Dewan Komisaris melaporkan pertanggungjawabannya atas tugas pengawasan selama tahun buku. Penilaian kinerja Dewan Komisaris mempertimbangkan pencapaian serta kontribusi aktif Dewan Komisaris, termasuk pelaksanaan rapat, dalam menjalankan tugas pengawasan sebagaimana ditetapkan dalam *Key Performance Indicator* (KPI).

Pelaporan pertanggungjawaban tugas pengawasan Dewan Komisaris menjadi faktor penilaian bagi pemegang saham untuk menyatakan serta memberikan pembebasan sepenuhnya pertanggungjawaban (*acquit de charge*) kepada Dewan Komisaris untuk tahun buku yang bersangkutan.

Kriteria penilaian kinerja Dewan Komisaris memperhitungkan hasil dan pencapaian tugas pengawasan atas kebijakan pengelolaan dan pengurusan Perusahaan dan pemberian nasihat kepada Direksi, termasuk kehadiran dalam penyelenggaraan rapat, baik rapat internal maupun rapat gabungan. Kriteria lain yang turut dipertimbangkan dalam penilaian kinerja Dewan Komisaris adalah pelaksanaan tugas yang secara khusus diberikan kepada Dewan Komisaris sebagaimana tertuang dalam Anggaran Dasar dan/atau keputusan RUPS dan peraturan perundang-undangan yang berlaku.

Proses penilaian atas kinerja Dewan Komisaris dilaksanakan setiap tahun melalui mekanisme Rapat Umum Pemegang Saham. RUPS dapat diselenggarakan oleh Direksi untuk memenuhi ketentuan atau atas permintaan tertulis dari seorang atau lebih pemegang saham yang mewakili 1/10 (satu per sepuluh) bagian atau lebih dari jumlah saham yang tersebar dengan hak suara.

ASSESSMENT OF THE BOARD OF COMMISSIONERS' PERFORMANCE

The mechanism for evaluating the performance of the Board of Commissioners is carried out through the General Meeting of Shareholders (GMS) when the Board reports its responsibility for supervisory duties during the financial year. The assessment of the Board of Commissioners' performance takes into account the achievements and active contributions of the Board, including the implementation of meetings, and the execution of supervisory duties as stipulated in the Key Performance Indicators (KPI).

The accountability report on the supervisory duties submitted by the Board of Commissioners is an assessment factor for the shareholders to declare and grant full release from responsibility (*acquit de charge*) to the Board of Commissioners for the relevant financial year.

The criteria for assessing the performance of the Board of Commissioners take into account the results and achievements in the supervisory duties over the Company's management and policies as well as in providing advice to the Board of Directors, including attendance at meetings, both internal and joint meetings. Another criterion also considered in the assessment of the Board's performance is the implementation of tasks specifically assigned to the Board of Commissioners as stated in the Articles of Association and/or resolutions of the GMS and the prevailing laws and regulations.

The assessment of the Board of Commissioners' performance is done annually through the mechanism process held in the General Meeting of Shareholders. Such GMS may be convened by the Board of Directors to fulfill the provisions or upon the written request of one or more shareholders representing 1/10 (one tenth) or more of the number of shares distributed with voting rights.

No.	Indikator Indicator	Satuan Unit	Pelaksanaan Implementation
Proses Pengawasan dan Pemberian Nasihat / Supervisory and Advisory Process			
1	Dewan Komisaris menyelenggarakan rapat dengan Direksi dalam melaksanakan tugas pengawasan dan pemberian nasihat The Board of Commissioners holds meetings with the Board of Directors in carrying out its supervisory duties and providing advice	Jumlah rapat per tahun Number of meetings per year	9
2	Dewan Komisaris secara teratur memberikan nasihat kepada Direksi The Board of Commissioners regularly provides advice to the Board of Directors	Jumlah rapat per tahun Number of meetings per year	9
3	Dewan Komisaris melakukan penilaian kinerja Direksi The Board of Commissioners evaluates the performance of the Board of Directors	Kegiatan Activity	1

No.	Indikator Indicator	Satuan Unit	Pelaksanaan Implementation
Proses Pengawasan dan Pemberian Nasihat / Supervisory and Advisory Process			
4	Dewan Komisaris menyampaikan laporan pengawasan Dewan Komisaris kepada RUPS The Board of Commissioners submits its supervisory report to the GMS	Kegiatan Activity	1
5	Dewan Komisaris berinisiatif dan konsisten dalam memberikan kontribusi terhadap rencana jangka panjang Perusahaan The Board of Commissioners takes the initiative and is consistent in contributing to the Company's long-term plans	Frekuensi (Tidak Pernah/ Kadang/Sering/Selalu) Frequency (Never/ Sometimes/Often/Always)	Sering Often
6	Dewan Komisaris berinisiatif dan konsisten dalam memberikan solusi-solusi atas permasalahan dan tantangan Perusahaan The Board of Commissioners takes the initiative and is consistent in providing solutions to deal with the Company's problems and challenges	Frekuensi (Tidak Pernah/ Kadang/Sering/Selalu) Frequency (Never/ Sometimes/Often/Always)	Sering Often
7	Dewan Komisaris konsisten dalam menjaga dan mendorong penerapan praktik <i>Good Corporate Governance</i> The Board of Commissioners is consistent in maintaining and encouraging the implementation of Good Corporate Governance practices	Frekuensi (Tidak Pernah/ Kadang/Sering/Selalu) Frequency (Never/ Sometimes/Often/Always)	Selalu Always
8	Dewan Komisaris berinisiatif dan konsisten dalam mendorong berkembangnya kepemimpinan yang kuat di Perusahaan The Board of Commissioners takes the initiative and is consistent in encouraging the development of strong leadership in the Company	Frekuensi (Tidak Pernah/ Kadang/Sering/Selalu) Frequency (Never/ Sometimes/Often/Always)	Sering Often
9	Pemantauan dalam penyusunan RKAP Monitor the preparation of Corporate Work and Budget Plan (RKAP)	Jumlah rapat Number of meetings	3
10	Pemantauan perkembangan usaha anak Perusahaan Monitor the development of the business of subsidiaries	Frekuensi (Tidak Pernah/ Kadang/Sering/Selalu) Frequency (Never/ Sometimes/Often/Always)	Sering Often
11	Melakukan kunjungan ke <i>Regional Operations</i> untuk melihat realisasi pengelolaan perusahaan di lapangan Make on-site visits to the Regional Operations to see the realization of the Company management in the field	Frekuensi (Tidak Pernah/ Kadang/Sering/Selalu) Frequency (Never/ Sometimes/Often/Always)	Sering Often
12	Menelaah ketaatan akuntansi, penyusunan laporan keuangan, proses audit eksternal Review the accounting compliance, preparation of financial statements, and the external audit process	Kegiatan Activity	1
13	Memberikan rekomendasi penunjukan Kantor Akuntan Publik Provide recommendations for the appointment of a Public Accounting Firm	Kegiatan Activity	1
14	Menelaah pengelolaan SDM dan remunerasi nominasi Direksi dan Komisaris Review the management of human resources and remuneration for the members of the Board of Directors and the Board of Commissioners	Kegiatan Activity	1
15	Menyampaikan usulan remunerasi (gaji, tunjangan dan fasilitas serta tantiem/ insentif kinerja) Direksi kepada RUPS Submitting proposals for remuneration (salary, allowances and facilities as well as bonuses/performance incentives) for the Board of Directors to the GMS	Kegiatan Activity	1

REMUNERASI DEWAN KOMISARIS

Proses penentuan remunerasi Dewan Komisaris disetujui pemegang saham melalui Rapat Umum Pemegang Saham dengan merujuk pada kebijakan Perusahaan Induk, yaitu PT Garuda Indonesia (Persero) Tbk. Adapun struktur remunerasi Dewan Komisaris terdiri dari gaji pokok, tunjangan kesehatan, dan asosiasi profesional.

REMUNERATION FOR THE BOARD OF COMMISSIONERS

The process of determining the remuneration of the Board of Commissioners is approved by the shareholders through the General Meeting of Shareholders by referring to the policies of the Parent Company, namely PT Garuda Indonesia (Persero) Tbk. The remuneration structure for the Board of Commissioners consists of basic salary, health benefits, and professional associations.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DEWAN KOMISARIS

Anggaran Dasar telah mengatur mekanisme pengunduran diri dan pemberhentian Dewan Komisaris dengan kriteria dan prosedur sebagai berikut:

1. Pemberhentian Dewan Komisaris dilakukan apabila anggota Dewan Komisaris tersebut terbukti:
 - a. Tidak dapat melaksanakan tugasnya dengan baik;
 - b. Tidak mematuhi peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perusahaan;
 - c. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara; dan
 - d. Dinyatakan bersalah oleh putusan pengadilan yang memiliki kekuatan hukum yang tetap.
2. Anggota Dewan Komisaris dapat diberhentikan oleh Rapat Umum Pemegang Saham berdasarkan alasan lainnya yang dinilai tepat oleh Rapat Umum Pemegang Saham demi kepentingan dan tujuan Perusahaan;
3. Rencana Pemberhentian Anggota Dewan Komisaris diberitahukan kepada anggota Dewan Komisaris yang bersangkutan secara lisan atau tertulis oleh Pemegang Saham;
4. Keputusan pemberhentian karena alasan (a) dan (b) diambil setelah yang bersangkutan diberi kesempatan untuk membela diri; dan
5. Pemberhentian karena alasan (c) dan (d) merupakan pemberhentian dengan tidak hormat.

PENILAIAN ATAS KINERJA ORGAN PENDUKUNG DAN KOMITE DI BAWAH DEWAN KOMISARIS

Dalam membantu pelaksanaan tugas pengawasan, Dewan Komisaris dibantu oleh Komite Audit sebagai satuan kerja yang bertanggung jawab langsung kepada Dewan Komisaris. Pembentukan dan pengangkatan anggota Komite Audit dilakukan berdasarkan keputusan Rapat Dewan Komisaris. Sepanjang tahun 2020, Komite Audit telah melaksanakan pengawasan terhadap Audit Internal maupun Audit Eksternal serta menjamin kecukupan penerapan *Good Corporate Governance* dalam lingkup perusahaan dan melaporkan pelaksanaan tugas dan tanggung jawabnya kepada Dewan Komisaris.

MECHANISM FOR RESIGNATION AND DISMISSAL OF THE BOARD OF COMMISSIONERS

The Articles of Association regulates the mechanism for the resignation and dismissal of the Board of Commissioners with the following criteria and procedures:

1. A member of the Board of Commissioners is dismissed if he/she is proven:
 - a. Unable to carry out his/her duties properly;
 - b. Not complying with applicable laws and regulations and the Company's Articles of Association;
 - c. Engaged in actions that are detrimental to the Company and/or the State; and
 - d. Found guilty by a court verdict that has permanent legal force.
2. A member of the Board of Commissioners may be dismissed by the General Meeting of Shareholders for other reasons deemed appropriate by the General Meeting of Shareholders for the interests and objectives of the Company;
3. The plan to dismiss a member of the Board of Commissioners shall be notified to the person in question orally or in writing by the Shareholders;
4. The decision to dismiss for reasons (a) and (b) is taken after the person concerned has been given the opportunity to defend him/herself; and
5. The dismissal for reasons (c) and (d) constitutes a dishonorable discharge.

ASSESSMENT OF THE PERFORMANCE OF SUPPORTING ORGANS AND COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In implementing its supervisory duties, the Board of Commissioners is assisted by the Audit Committee as a work unit that is directly responsible to the Board. The formation and appointment of the members of Audit Committee are based on the decision of the Board of Commissioners' Meeting. Throughout 2020, the Audit Committee has carried out supervision of the Internal Audit and External Audit as well as ensuring the adequacy of the implementation of Good Corporate Governance within the Company and reporting the implementation of its duties and responsibilities to the Board of Commissioners.

KOMISARIS INDEPENDEN

Independent Commissioner

Komisaris Independen merupakan anggota Dewan Komisaris yang memiliki fungsi untuk bertindak independen untuk menciptakan proses pengawasan Dewan Komisaris lebih objektif dan wajar bagi semua pemangku kepentingan dan terhindar dari adanya benturan kepentingan. Hingga 31 Desember 2020, Citilink belum memiliki Komisaris Independen dalam susunan Dewan Komisaris, tetapi Citilink menjamin seluruh anggota Dewan Komisaris menjalankan tugas dan fungsi secara independen dan objektif.

Independent Commissioner is a member of the Board of Commissioners who has the function to act independently to make the Board's supervisory process more objective and reasonable to all stakeholders and avoid conflicts of interest. As of December 31, 2020, Citilink did not have an Independent Commissioner yet in the composition of the Board of Commissioners, but Citilink ensures that all members of the Board of Commissioners carry out their duties and functions independently and objectively.

DIREKSI

Board of Directors

Direksi merupakan organ Perusahaan yang bertanggung jawab penuh secara kolegal atas pengurusan Perusahaan untuk kepentingan dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar Perusahaan. Direktur Utama didukung oleh anggota Direksi lainnya yang masing-masing menjalankan tugas dan mengambil keputusan sesuai dengan pembagian tugas dan wewenangnya, namun pelaksanaan tugas oleh masing-masing anggota Direksi tetap merupakan tanggung jawab bersama.

Direksi memiliki wewenang untuk bertindak selaku pimpinan dan mengambil keputusan mewakili Perusahaan, di mana untuk hal-hal tertentu, pengambilan keputusan membutuhkan persetujuan Dewan Komisaris dan/atau RUPS. Setiap anggota Direksi memiliki pembagian tugas dan tanggung jawab dengan pembagian dilakukan melalui mekanisme Rapat Direksi.

The Board of Directors is the Company's organ fully collegially responsible for the management of the Company for the interests and objectives of the Company and represents the Company both inside and outside the court in accordance with the provisions of the Company's Articles of Association. The President Director is supported by other members of the Board of Directors who each of them performs their duties and make decisions in accordance with the division of tasks and authorities, but the implementation of duties by each member of the Board of Directors remains a shared responsibility.

The Board of Directors has the authority to act as the leader and make decisions on behalf of the Company, where for certain matters, the decision making requires the approval of the Board of Commissioners and/or GMS. Each member of the Board of Directors has certain duties and responsibilities assigned through the mechanism in the Board of Directors Meeting.

KRITERIA ANGGOTA DIREKSI

Pengangkatan anggota Direksi dilakukan dengan memperhatikan keahlian, pengalaman serta persyaratan lain berdasarkan peraturan dan perundang-undangan yang berlaku. Seluruh anggota Direksi telah memenuhi kriteria sebagaimana ditetapkan dalam Anggaran Dasar Perusahaan, antara lain sebagai berikut:

1. Dalam kurun waktu sekurang-kurangnya 5 (lima) tahun terakhir:
 - a. Tidak pernah dinyatakan pailit;
 - b. Tidak menjadi anggota Direksi atau anggota Dewan Komisaris atau anggota Dewan Komisaris yang dinyatakan bersalah menyatakan suatu Perusahaan pailit; dan
 - c. Tidak pernah dihukum karena terbukti melakukan tindak pidana yang merugikan Negara dan/atau yang berkaitan dengan sektor keuangan.
2. Pengangkatan anggota Direksi juga dilakukan dengan memperhatikan keahlian, pengalaman, serta persyaratan lain yang ditetapkan oleh instansi teknis berdasarkan peraturan perundang-undangan.

JUMLAH DAN KOMPOSISI DIREKSI

Hingga 31 Desember 2020, anggota Direksi Perusahaan berjumlah 4 (empat) orang, termasuk di dalamnya 1 (satu) orang Direktur Utama dan 3 (tiga) orang Direktur.

CRITERIA FOR MEMBERS OF THE BOARD OF DIRECTORS

The appointment of members of the Board of Directors is conducted by taking into account the expertise, experience and other requirements based on the applicable laws and regulations. All members of the Board of Directors have to meet the criteria stipulated in the Company's Articles of Association, including the following:

1. Within a period of at least the last 5 (five) years:
 - a. Never declared bankrupt;
 - b. Not being a member of the Board of Directors or the Board of Commissioners who was found guilty for making a company declared bankrupt; and
 - c. Never been convicted of a crime that was detrimental to the State and/or related to the financial sector.
2. The appointment of members of the Board of Directors is also carried out by taking into account the expertise, experience, and other requirements set by the technical division based on the laws and regulations.

NUMBER OF MEMBERS AND COMPOSITION OF THE BOARD OF DIRECTORS

As of December 31, 2020, there are 4 (four) members of the Company's Board of Directors, comprising 1 (one) President Director and 3 (three) Directors.

Komposisi dan Susunan Direksi di Sepanjang Tahun 2020 Composition of the Board of Directors in 2020

Nama dan Jabatan Name and Position	Dasar Pengangkatan Legal Basis of Appointment	Tanggal Pengangkatan Date of Appointment	Tanggal Efektif Effective Date	Periode Jabatan Term of Office
Juliandra Direktur Utama President & CEO	<ul style="list-style-type: none"> ■ Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham tanggal 31 Maret 2017 yang dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 3 tanggal 3 April 2017 yang dibuat di hadapan Notaris Jose Dima Satria,SH,M,Kn. ■ Surat Penerimaan Pemberitahuan Perubahan Data Perusahaan PT Citilink Indonesia No: AHU – AH. 01.03-0124041 tanggal 4 April 2017 ■ The Shareholders' Decision outside the General Meeting of Shareholders dated March 31, 2017 stated in the Deed of Meeting Resolution Statement No. 3 dated April 3, 2017 made before Notary Jose Dima Satria, SH,M,Kn. ■ The Approval Letter on the Notification of Changes in PT Citilink Indonesia's Corporate Data No: AHU – AH. 01.03-0124041 dated April 4, 2017 	31 Maret 2017 March 31, 2017	31 Maret 2017 March 31, 2017	5 Tahun 5 Years

Nama dan Jabatan Name and Position	Dasar Pengangkatan Legal Basis of Appointment	Tanggal Pengangkatan Date of Appointment	Tanggal Efektif Effective Date	Periode Jabatan Term of Office
Ester Siahaan Direktur Keuangan Chief Financial Officer	<ul style="list-style-type: none"> ■ Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham tanggal 1 Oktober 2018 yang dinyatakan dalam Akta Pernyataan Keputusan Rapat PT Citilink Indonesia No. 114 tanggal 29 Oktober 2018 ■ Surat Penerimaan Pemberitahuan dari Menteri Hukum dan HAM RI No. AHU-AH.01.03-0258916 tanggal 31 Oktober 2018 ■ The Shareholders' Decision outside the General Meeting of Shareholders of PT Citilink Indonesia on October 1, 2018 as stated in the Deed of Meeting Resolution Statement No. 114 dated October 29, 2018 ■ The Approval Letter on the Notification from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0258916 dated October 31, 2018 	1 Oktober 2018 October 1, 2018	1 Oktober 2018 October 1, 2018	3 Tahun 3 Years
Benny Rustanto Direktur Niaga Chief Commercial Officer	<ul style="list-style-type: none"> ■ Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham tanggal 1 Oktober 2018 yang dinyatakan dalam Akta Pernyataan Keputusan Rapat PT Citilink Indonesia No. 114 tanggal 29 Oktober 2018 yang dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn. ■ Surat Penerimaan Pemberitahuan dari Menteri Hukum dan HAM RI No. AHU-AH.01.03-0258916 tanggal 31 Oktober 2018 ■ The Shareholders' Decision outside the General Meeting of Shareholders of PT Citilink Indonesia on October 1, 2018 stated in the Deed of Meeting Resolution Statement No. 114 dated October 29, 2018 made before Notary Jose Dima Satria, S.H., M.Kn. ■ The Approval Letter on the Notification from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0258916 dated October 31, 2018 	1 Oktober 2018 October 1, 2018	1 Oktober 2018 October 1, 2018	3 Tahun 3 Years
Erlangga Sakti Direktur Operasi Chief Operations Officer	Keputusan Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Citilink Indonesia tanggal 28 Mei 2020 yang dinyatakan dalam Akta Pernyataan Keputusan Para Pemegang Saham No. 33 tanggal 23 Juni 2020. The Shareholders' Decision outside the General Meeting of Shareholders of PT Citilink Indonesia on May 28, 2020 as stated in the Deed of Shareholders' Resolution Statement No. 33 dated June 23, 2020.	2 Mei 2020 May 2, 2020	28 Mei 2020 May 28, 2020	3 Tahun 3 Years

Profil seluruh Direksi dapat dilihat pada bab Profil Perusahaan dalam Laporan Tahunan ini.

The profiles of all members of the Board of Directors can be found in the Company Profile chapter in this Annual Report.

RUANG LINGKUP DAN PEMBAGIAN TUGAS ANTAR DIREKSI

Pembagian tugas dan tanggung jawab setiap anggota Direksi ditetapkan berdasarkan nama jabatan masing-masing anggota Direksi berdasarkan dengan bidang yang dibawah demi pencapaian kinerja Perusahaan yang optimal. Adapun ruang lingkup tugas dan tanggung jawab masing-masing Direksi adalah sebagai berikut:

SCOPE AND DIVISION OF DUTIES AMONG DIRECTORS

The division of duties and responsibilities of each member of the Board of Directors is determined based on the name of position held which reflects the field to cover so that the Company's performance can be achieved optimally. The scope of duties and responsibilities of each member of the Board of Directors are as follows:

Nama dan Jabatan Name and Position	Bidang Tugas Duties
Juliandra Direktur Utama President & CEO	<ol style="list-style-type: none"> 1. Memberikan arahan dan mengendallkan kebijakan, Visi, Misi dan strategi Perseroan. 2. Memimpin para anggota Direksi dalam melaksanakan keputusan Direksi. 3. Mengkoordinasikan pemecahan masalah eksternal Perseroan, kebijakan perencanaan, pengendalian, pencapaian sasaran jangka panjang Perseroan, kebijakan audit, peningkatan kultur, citra dan GCG. 4. Menyelenggarakan dan memimpin Rapat Direksi secara periodik sesuai ketetapan Direksi atau rapat-rapat lain apabila dipandang perlu sesuai usulan Direksi. 5. Mengesahkan semua Keputusan Direksi. 6. Mewakili Perseroan di dalam maupun di luar Pengadilan berdasarkan persetujuan Direksi pada Rapat Direksi. 7. Menunjuk anggota Direksi lain untuk bertindak atas nama Direksi. 8. Menentukan keputusan Direksi, apabila dalam <i>voting</i> pada rapat Direksi terdapat jumlah suara yang sama banyak antara suara yang setuju dan tidak setuju. 9. Memilah dan memberikan informasi kepada <i>stakeholders</i> segala sesuatu tentang Perseroan. 10. Bertanggung jawab terhadap kepengurusan dan pelaksanaan keputusan pada unit yang membawahi fungsi <i>corporate secretary & CSR, internal audit, corporate strategy, human capital, safety, security and quality, information technology</i> dan <i>Service Standard, Delivery & Quality</i>. 11. Selaku 'Pimpinan Tertinggi dan Pengambil Keputusan' menggariskan kebijakan di tingkat Administrasi (<i>Administrative Level</i>) dalam menyusun rencana kerja manajemen dengan memperhatikan pertimbangan para anggota Direksi dan masukan lainnya. 12. Menyiapkan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Tahunan Perusahaan (RKAP), termasuk rencana-rencana lainnya yang berhubungan dengan pelaksanaan usaha dan kegiatan perusahaan dan menyampaikan kepada Direksi, untuk selanjutnya disampaikan kepada Komisaris dan Pemegang Saham untuk selanjutnya disampaikan kepada Rapat Umum Pemegang Saham (RUPS) guna mendapatkan pengesahan. 13. Memberikan pertanggung jawaban dan segala keterangan tentang keadaan dan jalannya perusahaan berupa laporan tahunan termasuk perhitungan tahunan kepada pemegang saham. 14. Memelihara dan mengurus kekayaan perusahaan. 15. Mengatur agar fungsi manajemen dan organisasi berjalan dengan baik dan benar, serta menjamin terlaksananya <i>Good Corporate Governance</i>. 16. Mengendalikan sumber daya perusahaan secara optional melalui pengelolaan perusahaan yang efektif dan efisien. 17. Menyiapkan susunan organisasi Perusahaan untuk Direksi dan level satu tingkat di bawah Direksi. 18. Bersama dengan Direksi bertanggung jawab atas urusan kebijakan dan komitmen keselamatan (<i>safety</i>) dan keamanan penerbangan (<i>aviation security</i>), dan memastikan agar pejabat satu tingkat di bawah Direksi bertanggung jawab atas pelaksanaan kebijakan-kebijakan tersebut. 19. Bersama dengan Direksi menjamin agar perusahaan mempunyai mekanisme agar seluruh Pegawai Perusahaan memiliki kesadaran (<i>awareness</i>) dan komitmen yang tinggi terhadap keselamatan dan keamanan penerbangan serta memastikan pengelolaannya agar tetap terjaga. 20. Menjamin operasional perusahaan berlangsung dengan kualitas yang tinggi (<i>operational quality</i>). 21. Mengelola risiko keselamatan dan ancaman keamanan terhadap operasi pesawat. <ol style="list-style-type: none"> 1. Provide the directives and control the policies, Vision, Mission and strategy of the Company. 2. Lead the members of the Board of Directors in implementing the decisions taken by the Board of Directors. 3. Coordinate in solving the external problems of the Company, in planning the policies, controlling, achieving the Company's long-term goals, auditing the policies, improving the culture, image and GCG. 4. Organize and chair periodically the Board of Directors Meeting, in accordance with the provisions of the Board of Directors, or other meetings if deemed necessary according to the recommendation of the Board of Directors. 5. Authorize all decisions taken by the Board of Directors. 6. Represent the Company inside and outside the Court based on the approval of the Board of Directors at the Board of Directors Meeting. 7. Appoint other members of the Board of Directors to act on behalf of the Board of Directors. 8. Determine the decision of the Board of Directors, if in the voting at the meeting of the Board of Directors there is an equal number between agree and disagree votes. 9. Sort and provide information to stakeholders on everything about the Company. 10. Take responsibility for the management and implementation of decisions in the unit in charge of corporate secretary & CSR functions, internal audit, corporate strategy, human capital, safety, security and quality, information technology and Service Standard, Delivery & Quality. 11. As the 'Highest Leader and Decision Maker', outlining the policies at the Administrative Level in preparing a management work plan by taking into account the considerations of the members of the Board of Directors and other input.

Nama dan Jabatan Name and Position	Bidang Tugas Duties
	<ol style="list-style-type: none"> 12. Preparing the Company's long-term plans, work plans and annual budget, including other plans related to the implementation of the Company's business and activities and submit it to the Board of Directors, to be submitted to the Board of Commissioners and Shareholders for further submission to the General Meeting of Shareholders (GMS) to get approval. 13. Providing the accountability and all information regarding the condition and operation of the company in the form of annual reports including annual calculations to the shareholders. 14. Maintaining and managing the Company's assets. 15. Arranging in a way so that the management and organizational functions can run properly and correctly, as well as ensuring the implementation of Good Corporate Governance. 16. Optionally controlling the Company resources through effective and efficient management. 17. Preparing the organizational structure of the Company for the Board of Directors and one level below the Board of Directors. 18. Together with the Board of Directors taking the responsibility for preparing the policy and commitment in aviation safety and security, also ensuring that the officials one level below the Board of Directors are responsible for the implementation of the policy. 19. Together with the Board of Directors ensuring that the Company has a mechanism so that all employees have high awareness and commitment to aviation safety and security while ensuring that its management is maintained. 20. Ensuring that the Company's operations take place with high quality. 21. Managing the safety risks and security threats to the aircraft operations.
<p>Ester Siahaan Direktur Keuangan Chief Financial Officer</p>	<ol style="list-style-type: none"> 1. Memimpin dan mengendalikan pembuatan kebijakan, pengelolaan perbendaharaan dan pendanaan, pencatatan, pelaporan keuangan dan tingkat investasi guna meningkatkan kinerja dan peringkat keuangan Perseroan. 2. Melaksanakan dan mengendalikan seluruh kebijakan keuangan sesuai keputusan Direksi serta melaksanakan efisiensi dan efektivitas fungsi-fungsi keuangan di setiap tingkatan manajemen, direktorat dan Unit Usaha Perseroan. 3. Mengkoordinasikan penyusunan RKAP termasuk mengkonsolidasikan, mengendalikan dan mengawasi penyusunan dan pelaksanaan arus kas Perseroan berdasarkan RKAP dalam rangka usaha peningkatan efisiensi. 4. Mengarahkan dan membina pengelolaan keuangan Perseroan melalui pengelolaan <i>treasury management, financial planing, risk management, accounting, fleet management dan business support</i>. 5. Mengelola portofolio investasi keuangan dan keputusan finansial untuk mencapai nilai tambah maksimal dan tercapainya tujuan Perseroan sesuai ketetapan Direksi. 6. Mengkaji kebijakan dan prosedur keuangan secara periodik berupa penetapan sistem dan tata kerja tentang pengelolaan keuangan Perseroan sesuai dengan perkembangan teknologi maupun perubahan-perubahan dalam ekonomi dan undang-undang, serta mengarahkan dan membina masalah umum yang mencakup bidang keuangan. 1. Lead and control the policy making, treasury and funding management, financial recording and reporting as well as the investment levels in order to improve the performance and financial rating of the Company. 2. Implement and control all financial policies in accordance with the decisions of the Board of Directors and perform the financial functions efficiently and effectively at every level of management, directorates and business units of the Company. 3. Coordinate the preparation of the RKAP including consolidating, controlling and supervising the formulation and implementation of the Company's cash flows based on the RKAP in the context of efforts to increase efficiency. 4. Direct and foster the financial management of the Company through treasury management, financial planning, risk management, accounting, fleet management and business support. 5. Manage the financial investment portfolios and financial decisions to achieve maximum added value and reach the Company's objectives in accordance with the provisions of the Board of Directors. 6. Review the financial policies and procedures periodically in the form of establishing systems and work procedures regarding the Company's financial management in accordance with technological developments as well as changes in the economy and laws, as well as direct and foster the general issues covering the financial sector.

Nama dan Jabatan Name and Position	Bidang Tugas Duties
Benny Rustanto Direktur Niaga Chief Commercial Officer	<ol style="list-style-type: none"> Bertanggung jawab terhadap pencapaian <i>sales and revenue</i> Perseroan melalui pengelolaan <i>marketing, sales and distribution, revenue management, cargo and ancillary</i> serta <i>network and charter</i>. Menetapkan kebijakan pemasaran Perseroan berdasarkan kebijakan umum operasional Perseroan. Menyusun rencana dan program kerja bidang pemasaran beserta target penjualan Perseroan. Mengawasi kinerja pemasaran Perseroan, baik Kantor Pusat maupun Kantor Cabang, terhadap target yang telah ditetapkan. Menyelenggarakan dan bertanggung jawab atas pemberian komisi terhadap agen. Ikut serta dalam penyusunan RJPP dan RKAP Perseroan. Menggantikan pelaksanaan tugas dan kewenangan Direktur Utama dalam memimpin dan mengendalikan Perseroan apabila Direktur Utama berhalangan, sesuai dengan keputusan Rapat Direksi. <ol style="list-style-type: none"> Take responsibility for the achievement of the Company's sales and revenue through the management of marketing, sales and distribution, revenue management, cargo and ancillary as well as network and charter. Determine the Company's marketing policies based on the general operational policies of the Company. Draw up the work plans and programs in the marketing sector as well as the Company's sales targets. Supervise the marketing performance of the Company, both the Head Office and Branch Offices, against the targets that have been set. Organize and take responsibility for giving commissions to agents. Participate in the preparation of the Company's RJPP and RKAP. Carry out the duties and authorities of the President & CEO in leading and controlling the Company in the absence of the President & CEO, in accordance with the decision of the Board of Directors Meeting.
Erlangga Sakti Direktur Operasi Chief Operations Officer	<ol style="list-style-type: none"> Memimpin, mengendalikan dan mengkoordinasikan aktivitas produksi Perseroan dalam mencapai sasaran kinerja perseroan yang telah ditetapkan. Menyelenggarakan dan memimpin rapat koordinasi produksi secara periodik dalam upaya untuk peningkatan kinerja serta melaporkan hasilnya kepada seluruh anggota Direksi. Membantu Direktur Utama dalam menyelesaikan masalah-masalah Perseroan serta hal-hal lain sehubungan dengan kegiatan produksi Perseroan, termasuk namun tidak terbatas pada <i>flight operation, engineering and maintenance, operation control & support</i>, sesuai ketetapan Direksi. Menggantikan pelaksanaan tugas dan kewenangan Direktur Utama dalam memimpin dan mengendalikan perseroan apabila Direktur Utama berhalangan, sesuai dengan keputusan Rapat Direksi. <ol style="list-style-type: none"> Lead, control and coordinate the Company's production activities in achieving the performance targets that have been set. Organize and lead the production coordination meetings periodically in an effort to improve the performance and report the results to all members of the Board of Directors. Assist the President & CEO in resolving the Company's problems and other matters related to the Company's production activities, including but not limited to flight operations, engineering and maintenance, operation control & support, in accordance with the provisions of the Board of Directors. Carry out the duties and authorities of the President & CEO in leading and controlling the company in the absence of the President & CEO, in accordance with the decision of the Board of Directors Meeting.

KEBIJAKAN KEBERAGAMAN KOMPOSISI DIREKSI

Perusahaan memiliki keberagaman komposisi Direksi sebagai upaya dalam menghadirkan solusi dan perspektif alternatif dalam pengelolaan, penyusunan kebijakan, serta pemecahan masalah yang dihadapi Perusahaan. Keberagaman komposisi tercermin dalam keberagaman usia, latar belakang pendidikan, serta pengalaman kerja.

POLICY ON DIVERSITY IN THE COMPOSITION OF THE BOARD OF DIRECTORS

The Company has diverse members in the Board of Directors composition as an effort to present alternative solutions and perspectives in the management, policy formulation, and solving problems faced by the Company. The composition diversity is reflected in the age, educational background, and work experience.

Nama dan Jabatan Name and Position	Kewarganegaraan Citizenship	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Work Experience	Keahlian Expertise	Usia Age	Jenis Kelamin Gender
Juliandra Direktur Utama President & CEO	WNI Indonesian	<ul style="list-style-type: none"> ■ Sarjana Teknik Mesin dari Universitas Trisakti (1991) ■ Magister Manajemen Transportasi Udara dari Universitas Indonesia (1996) ■ Bachelor of Mechanical Engineering from Trisakti University (1991) ■ Master of Air Transportation Management from the University of Indonesia (1996) 	29 Tahun 29 Years	Engineer	53 tahun 53 years old	Laki-laki Male
Ester Siahaan Direktur Keuangan Chief Financial Officer	WNI Indonesian	<ul style="list-style-type: none"> ■ Sarjana (S1) Ekonomi dari Universitas Padjajaran (1992) ■ Magister Manajemen jurusan Manajemen Transportasi Udara dari Universitas Indonesia (1996) ■ Bachelor of Economics from Padjajaran University (1992) ■ Master of Management majoring in Air Transportation Management from University of Indonesia (1996) 	28 Tahun 28 Years	Bisnis, Ekonomi dan Keuangan Business, Economy and Finance	51 tahun 51 years old	Perempuan Female
Benny Rustanto Direktur Niaga Chief Commercial Officer	WNI Indonesian	<ul style="list-style-type: none"> ■ <i>Economy Management and Marketing Media</i> dari Murdoch University, Perth, Australia (1998) ■ Bachelor of Economy Management and Marketing Media from Murdoch University, Perth, Australia (1998) 	16 Tahun 16 Years	Bisnis dan Ekonomi Business and Economy	46 tahun 46 years old	Laki-laki Male
Erlangga Sakti Direktur Operasi Chief Operations Officer	WNI Indonesian	<ul style="list-style-type: none"> ■ Sarjana (S1) Teknik Industri, Institut Teknologi Indonesia (1999) ■ Bachelor of Industrial Engineering from Indonesian Institute of Technology (1999) 	38 Tahun 38 Years	Penerbang Pilot	59 tahun 59 years old	Laki-laki Male

PEDOMAN DAN TATA TERTIB DIREKSI

Pelaksanaan tugas dan tanggung jawab Direksi telah dilengkapi dengan pedoman dan tata laksana kerja yang di dalamnya memuat hak dan wewenang serta kewajiban Direksi Perusahaan. Direksi telah memiliki panduan kerja yang tertuang dalam *Board Manual* yang telah disahkan pada tanggal 29 November 2017.

GUIDELINES AND CODE OF CONDUCT OF THE BOARD OF DIRECTORS

The implementation of duties and responsibilities of the Board of Directors has been equipped with guidelines and work procedures which include the rights, authorities and obligations of the Board of Directors of the Company. The Board of Directors' guidelines and code of conduct are stipulated in the Board Manual which was ratified on November 29, 2017.

TUGAS DAN TANGGUNG JAWAB DIREKSI

Dalam melaksanakan tugas dan tanggung jawabnya, Direksi bertanggung jawab kepada Dewan Komisaris dan RUPS. Sebagaimana ditetapkan dalam Anggaran Dasar Perusahaan, tugas dan tanggung jawab Direksi adalah sebagai berikut:

1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undang, Anggaran Dasar, dan/atau Keputusan Rapat Umum Pemegang Saham;
2. Dalam melaksanakan tugasnya, Direksi wajib mencurahkan tenaga, pikiran, perhatian, dan pengabdian secara penuh pada tugas, dan kewajiban serta pencapaian tujuan Perusahaan;
3. Dalam melaksanakan tugasnya, anggota Direksi harus mematuhi Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran;
4. Setiap anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perusahaan dengan mengindahkan perundang-undangan yang berlaku; dan
5. Setiap Anggota Direksi bertanggung jawab penuh secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya dengan itikad baik dan penuh tanggung jawab untuk kepentingan dan usaha Perusahaan, kecuali apabila anggota Direksi yang bersangkutan dapat membuktikan bahwa:
 - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
 - b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perusahaan;

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

In conducting their duties and responsibilities, the Board of Directors is responsible to the Board of Commissioners and GMS. As stipulated in the Company's Articles of Association, the duties and responsibilities of the Board of Directors are as follows:

1. The Board of Directors is tasked to manage the Company for the benefit of the Company in accordance with the purposes and objectives, as well as representing the Company both inside and outside the Court on all matters and all events with restrictions as stipulated in the laws and regulations, Articles of Association and/or Resolutions of the General Meeting of Shareholders;
2. In performing their duties, the Board of Directors is required to devote full energy, thought, attention, and dedication to the tasks, obligations and achievement of the Company's goals;
3. In carrying out their tasks, the members of the Board of Directors must comply with the Company's Articles of Association and applicable laws and regulations as well as implement the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness;
4. Each member of the Board of Directors must in good faith and full responsibility in conducting their duties for the interests and business purposes of the Company while complying with the applicable laws and regulations; and
5. Each member of the Board of Directors is personally responsible for the loss of the Company if he/she is found guilty or negligent for not carrying out his/her duties in good faith and full of responsibility for the interests and business purposes of the Company, unless the member of the Board of Directors concerned can prove that:
 - a. The loss is not due to his fault or negligence;
 - b. Having conducted the management in good faith and prudence for the benefit and in accordance with the purposes and objectives of the Company;

- c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; dan
- d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.

- c. Does not have any conflict of interest, either directly or indirectly, over the management actions that result in losses; and
- d. Having taken actions to prevent the occurrence or continuation of the loss.

KEWAJIBAN DIREKSI

Kewajiban Direksi telah merujuk pada peraturan perundang-undangan yang berlaku dan ditetapkan dalam Anggaran Dasar Perusahaan. Kewajiban-kewajiban Direksi antara lain sebagai berikut:

1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
2. Menyiapkan pada waktunya Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan, dan perubahannya serta menyampaikannya kepada Dewan Komisaris dan pemegang saham untuk mendapatkan pengesahan Rapat Umum Pemegang Saham;
3. Memberikan penjelasan kepada Rapat Umum Pemegang Saham mengenai Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan;
4. Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham dan Risalah Rapat Direksi;
5. Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengurusan Perusahaan, serta dokumen keuangan Perusahaan sebagaimana dimaksud dalam Undang-Undang tentang Dokumen Perusahaan;
6. Menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
7. Menyampaikan Laporan Tahunan termasuk Laporan Keuangan kepada Rapat Umum Pemegang Saham untuk disetujui dan disahkan;
8. Memberikan penjelasan kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan;
9. Menyampaikan Neraca dan Laporan Laba Rugi yang disahkan oleh Rapat Umum Pemegang Saham kepada Menteri yang membidangi Hukum dan Hak Asasi Manusia sesuai dengan ketentuan peraturan perundang-undangan;

RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The obligations of the Board of Directors have referred to the applicable laws and regulations and are stipulated in the Company's Articles of Association. The responsibilities of the Board of Directors include the following:

1. Strive for and ensure the implementation of the Company's business and activities in accordance with the aims and objectives;
2. Prepare the Company's Long-Term Plan, Company Work and Budget Plan, and its amendments on time to be submitted to the Board of Commissioners and shareholders for approval at the General Meeting of Shareholders;
3. Provide an explanation to the General Meeting of Shareholders regarding the Company's Long-Term Plan and the Company's Work and Budget Plan;
4. Make a Register of Shareholders, Special Register, Minutes of General Meeting of Shareholders and Minutes of Meeting of the Board of Directors;
5. Prepare Annual Report as a form of accountability for the management of the Company, as well as the Company's financial documents as referred to the Law on Company Documents;
6. Prepare Financial Statements based on Financial Accounting Standards and submit it to the Public Accountants for audit;
7. Submit the Annual Report including Financial Statements to the General Meeting of Shareholders for approval and ratification;
8. Provide an explanation to the General Meeting of Shareholders regarding the Annual Report;
9. Submit the Balance Sheet as well as Profit and Loss Statements ratified by the General Meeting of Shareholders to the Minister in charge of Law and Human Rights in accordance with the provisions of the legislation;

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| <p>10. Menyampaikan laporan perubahan susunan pemegang saham, Direksi dan Dewan Komisaris kepada Menteri yang membidangi Hukum dan Hak Asasi Manusia; Memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perusahaan sebagaimana dimaksud pada huruf (b) butir 4) dan 5) ayat ini, dan dokumen Perusahaan lainnya;</p> <p>11. Memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen Keuangan Perusahaan sebagaimana dimaksud pada butir 4 (empat) dan 5 (lima) dan dokumen Perusahaan lainnya;</p> <p>12. Menyimpan di tempat kedudukan Perusahaan: Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perusahaan serta dokumen Perusahaan lainnya sebagaimana dimaksud pada huruf (b) butir 11 ayat ini;</p> <p>13. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip-prinsip pengendalian Intern, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;</p> <p>14. Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/atau pemegang saham;</p> <p>15. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian dan tugasnya;</p> <p>16. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta anggota Dewan Komisaris dan/atau pemegang saham;</p> <p>17. Menyusun dan menetapkan struktur organisasi Perusahaan; dan</p> <p>18. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh Rapat Umum Pemegang Saham berdasarkan peraturan perundang-undangan.</p> | <p>10. Submit a report on changes in the composition of shareholders, the Board of Directors and the Board of Commissioners to the Minister in charge of Law and Human Rights; Maintain the Register of Shareholders, Special Register, Minutes of General Meeting of Shareholders, Minutes of Meeting of the Board of Commissioners and Minutes of Meeting of the Board of Directors, Annual Report and Financial Documents as referred to in letters (b) points 4) and 5) of this paragraph, and other documents;</p> <p>11. Maintain the Register of Shareholders, Special Register, Minutes of General Meeting of Shareholders, Minutes of Meeting of the Board of Commissioners and Minutes of Meeting of the Board of Directors, Annual Report and Financial Documents as referred to in points 4 (four) and 5 (five) and other documents of the Company;</p> <p>12. Keep at the domicile of the Company: Register of Shareholders, Special Register, Minutes of General Meeting of Shareholders, Minutes of Meeting of the Board of Commissioners and Minutes of Meeting of the Board of Directors, Annual Report and financial documents as well as other documents of the Company as referred to in letter (b) point 11 of this paragraph;</p> <p>13. Develop an accounting system in accordance with Financial Accounting Standards and based on the principles of internal control, especially the separation of functions of the management, recording, storage and supervision;</p> <p>14. Provide periodic reports according to the method and time in accordance with applicable regulations, as well as other reports whenever requested by the Board of Commissioners and/or shareholders;</p> <p>15. Prepare the organizational structure of the Company complete with details and duties;</p> <p>16. Provide an explanation of all matters asked or requested by members of the Board of Commissioners and/or shareholders;</p> <p>17. Develop and determine the organizational structure of the Company; and</p> <p>18. Carry out other obligations in accordance with the provisions stipulated in the Articles of Association and determined by the General Meeting of Shareholders based on the laws and regulations.</p> |
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HAK DAN WEWENANG DIREKSI

Sebagaimana ditetapkan dalam Anggaran Dasar Perusahaan, Direksi memiliki wewenang yang meliputi:

1. Menetapkan kebijakan kepengurusan Perusahaan;
2. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perusahaan di dalam dan di luar Pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain dan mengatur penyerahan kekuasaan Direksi untuk mewakili Perusahaan kepada Kepala Cabang atau Kepala Perwakilan di dalam atau di Luar Negeri;
3. Mengatur ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perusahaan berdasarkan peraturan perundang-undangan yang berlaku dan keputusan Rapat Umum Pemegang Saham;
4. Mengangkat dan memberhentikan pekerja Perusahaan berdasarkan peraturan kepegawaian Perusahaan dan peraturan perundang-undangan yang berlaku;
5. Mengangkat dan memberhentikan Sekretaris Perusahaan; dan
6. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun kepemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan Rapat Umum Pemegang Saham.

Sesuai dengan Anggaran Dasar Perusahaan, terdapat batasan-batasan atas perbuatan-perbuatan yang dilakukan Direksi yang terlebih dahulu harus memperoleh persetujuan tertulis dari Dewan Komisaris yaitu sebagai berikut:

1. Memberikan jaminan atas aktiva Perusahaan dengan nilai yang melebihi batas yang dari waktu ke waktu ditetapkan oleh Dewan Komisaris;

RIGHTS AND AUTHORITIES OF THE BOARD OF DIRECTORS

As stipulated in the Company's Articles of Association, the Board of Directors has the authorities which include:

1. Establish the policies on management of the Company;
2. Regulate the delegation of powers of the Board of Directors to represent the Company inside and outside the Court to one or several members of the Board of Directors specifically appointed for that purpose, or to one or several employees of the Company either individually or jointly or to other persons and regulate the transfer of powers of the Board of Directors to represent the Company on behalf of the Head of Branch Office or the Head of Representative Office at home or abroad;
3. Regulate the provisions regarding the Company's employment including the determination of salary, pension or old age insurance and other income for the Company's employees based on the prevailing laws and regulations and the resolutions of the General Meeting of Shareholders;
4. Appoint and dismiss the Company's employees based on the Company's employment regulations and applicable legislation;
5. Appoint and dismiss the Corporate Secretary; and
6. Take all other actions and conducts regarding the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the Court regarding all matters and all events with restrictions as regulated in the laws and regulations, Articles of Association and/or Resolutions of the General Meeting of Shareholders.

In accordance with the Company's Articles of Association, there are limitations on actions taken by the Board of Directors which must first obtain written approval from the Board of Commissioners, namely as follows:

1. Provide guarantees for the Company's assets with a value that exceeds the limit determined from time to time by the Board of Commissioners;

2. Menerima atau memberikan pinjaman jangka menengah atau panjang, kecuali pinjaman (utang atau piutang) yang timbul karena transaksi bisnis, dan pinjaman yang diberikan kepada anak Perusahaan dengan ketentuan pinjaman kepada anak Perusahaan dilaporkan kepada Dewan Komisaris;
3. Menghapuskan dari pembukuan piutang macet dan persediaan barang mati;
4. Memindahtangankan dan/atau menghapuskan aktiva tetap bergerak yang belum mencapai umur ekonomisnya, yaitu 5 (lima) tahun; dan
5. Menetapkan dan menyesuaikan struktur organisasi sampai dengan 1 (satu) tingkat di bawah Direksi.

PROGRAM ORIENTASI BAGI DIREKSI BARU

Perusahaan memiliki kebijakan program pengenalan bagi Direksi yang baru menjabat agar dapat bekerja selaras dengan organ Perusahaan yang lain. Program tersebut bertujuan untuk memberikan pengetahuan lebih kepada Direksi baru terkait organisasi dan operasional Perusahaan khususnya terkait bidang tugas Direksi yang baru. Penanggung jawab program pengenalan bagi anggota Direksi baru berada pada fungsi Sekretaris Perusahaan.

Sehubungan dengan adanya beberapa perubahan komposisi dan susunan Direksi di tahun 2020, Perusahaan menggelar pengenalan Direksi baru yang dilakukan pada 3 Juni 2020 di Auditorium GCC PT Garuda Indonesia (Persero) Tbk yang dihadiri oleh seluruh Direksi dan Dewan Komisaris.

2. Receive or provide medium or long term loans, except loans (debts or receivables) arising from business transactions, and loans given to subsidiaries with the condition to be reported to the Board of Commissioners;
3. Write off from the books the bad debts and dead goods inventory;
4. Transfer and/or write off the movable fixed assets that have not yet reached their economic age, which is 5 (five) years; and
5. Establish and adjust the organizational structure up to 1 (one) level below the Board of Directors.

ORIENTATION PROGRAM FOR NEW DIRECTORS

The Company has an introduction program policy for new Directors to work in harmony with other organs of the Company. The program aims to provide more knowledge to the new Directors regarding the organization and operations of the Company, especially related to the duties of the new Directors. The person in charge of the introduction program for new members of the Board of Directors is the Corporate Secretary as one of its functions.

In connection with several changes in the members and composition of the Board of Directors in 2020, the Company held the introduction to the new Directors on June 3, 2020 at the GCC Auditorium of PT Garuda Indonesia (Persero) Tbk which was attended by all members of the Board of Directors and Board of Commissioners.



INDEPENDENSI DIREKSI

Seluruh anggota Direksi telah memenuhi kriteria independensi antara lain:

1. Tidak merangkap jabatan sebagai:
 - a. Anggota Direksi pada BUMN, badan usaha milik daerah dan/atau badan usaha milik swasta;
 - b. Anggota Dewan Komisaris/Dewan Pengawas pada BUMN;
 - c. Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat dan/atau daerah;
 - d. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan, pengurus partai politik dan/atau calon/anggota legislatif dan/atau calon kepala daerah dan/atau kepala daerah/wakil kepala daerah;
 - e. Jabatan lain yang dapat menimbulkan benturan kepentingan; dan/atau
 - f. Anggota Dewan Komisaris pada perusahaan swasta, kecuali:
 - (i) Anggota Dewan Komisaris pada anak Perusahaan/ketentuan hanya berhak atas akumulasi penghasilan sebagai anggota Dewan Komisaris pada satu atau lebih anak perusahaan/perusahaan patungan maksimal sebesar 30% (tiga puluh persen) dari gaji anggota Direksi yang bersangkutan di Perusahaan, sedangkan penghasilan lain/selebihnya diserahkan menjadi penghasilan Perusahaan.
 - (ii) Anggota Dewan Komisaris untuk mewakili/memperjuangkan kepentingan Perusahaan (seperti pada PT Bursa Efek Indonesia) atau anggota Dewan Komisaris karena kewajiban yang ditentukan oleh peraturan perundang-undangan.

Berikut disampaikan transparansi rangkap jabatan yang dimiliki Direksi pada perusahaan lain dalam periode tahun 2020:

INDEPENDENCE OF THE BOARD OF DIRECTORS

All members of the Board of Directors have met the independence criteria, among others:

1. Not concurrently serving as:
 - a. Members of the Board of Directors of national and regional state-owned enterprise (SOEs) and/or private-owned enterprise;
 - b. Members of the Board of Commissioners/Supervisory Board of SOEs;
 - c. Other structural and functional positions in central and/or regional government agencies/institutions;
 - d. Other positions in accordance with the provisions of the legislation, political party administrators and/or legislative candidates/members and/or regional head candidates and/or regional heads/deputy regional heads;
 - e. Other positions that may cause a conflict of interest; and/or
 - f. Members of the Board of Commissioners of private companies, except:
 - (i) Members of the Board of Commissioners of subsidiaries with a stipulation that entitled to the accumulated income as members of the Board of Commissioners in one or more subsidiaries/joint ventures of a maximum of 30% (thirty percent) of the salary of the members of the Board of Directors concerned in the Company, while other income/the rest is submitted to become the Company's income.
 - (ii) Members of the Board of Commissioners to represent/fight for the interests of the Company (such as at the Indonesia Stock Exchange) or members of the Board of Commissioners due to obligations determined by the laws and regulations.

The following is the transparency of the concurrent positions held by the Board of Directors in other companies during 2020:

Nama dan Jabatan Name and Position	Kepengurusan pada Perusahaan/Institusi Lain Concurrent Position in Other Companies/Institutions 		
	Sebagai Anggota Dewan Komisaris As Member of the Board of Commissioners	Sebagai Anggota Direksi As Member of the Board of Directors	Jabatan Lainnya Other Position
Juliandra Direktur Utama / President & CEO	✘	✘	✘
Ester Siahaan Direktur Keuangan / Chief Financial Officer	✘	✘	✘
Benny Rustanto Direktur Niaga / Chief Commercial Officer	✘	✘	✘
Erlangga Sakti Direktur Operasi / Chief Operations Officer	✘	✘	✘

✔ = ada / yes | ✘ = tidak ada / no

2. Tidak memiliki hubungan afiliasi dengan:
- Anggota Direksi lainnya;
 - Anggota Dewan Komisaris; dan
 - Pemegang Saham Utama dan/atau Pengendali.

2. Has no affiliation relationship with:
- Other Members of the Board of Directors;
 - Members of the Board of Commissioners; and
 - Major and/or Controlling Shareholders.

Nama dan Jabatan Name and Position	Hubungan Keluarga dengan Affiliation Relationship with 			Hubungan Keuangan dengan Financial Relationship with 		
	Dewan Komisaris The Board of Commissioners	Direksi The Board of Directors	Pemegang Saham Utama/ Pengendali Major/ Controlling Shareholders	Dewan Komisaris The Board of Commissioners	Direksi The Board of Directors	Pemegang Saham Utama/ Pengendali Major/ Controlling Shareholders
Juliandra Direktur Utama President & CEO	✘	✘	✘	✘	✘	✘
Ester Siahaan Direktur Keuangan Chief Financial Officer	✘	✘	✘	✘	✘	✘
Benny Rustanto Direktur Niaga Chief Commercial Officer	✘	✘	✘	✘	✘	✘
Erlangga Sakti Direktur Operasi Chief Operations Officer	✘	✘	✘	✘	✘	✘

3. Tidak memiliki kepemilikan saham di Citilink baik langsung maupun tidak langsung ataupun kepemilikan saham di Perusahaan lain.

3. Do not own shares of Citilink either directly or indirectly or shares of other companies.

Kepemilikan Saham oleh Direksi
Share Ownership by the Board of Directors

Nama dan Jabatan Name and Position	Kepemilikan Saham Share Ownership	
	Citilink Citilink	Perusahaan Lain Other Companies
Juliandra - Direktur Utama / President & CEO	✗	✗
Ester Siahaan - Direktur Keuangan / Chief Financial Officer	✗	✗
Benny Rustanto - Direktur Niaga / Chief Commercial Officer	✗	✗
Erlangga Sakti - Direktur Operasi / Chief Operations Officer	✗	✗

Pernyataan Kepemilikan Saham oleh Pribadi dan Keluarga
Share Ownership Statement by Personal and Family

Nama dan Jabatan Name and Position	Pribadi pada Citilink Personal in Citilink	Keluarga pada Citilink Family in Citilink	Pribadi pada Perusahaan Lain Personal in Other Companies	Keluarga pada Perusahaan Lain Family in Other Companies
Juliandra Direktur Utama / President & CEO	✗	✗	✗	✗
Ester Siahaan Direktur Keuangan / Chief Financial Officer	✗	✗	✗	✗
Benny Rustanto Direktur Niaga / Chief Commercial Officer	✗	✗	✗	✗
Erlangga Sakti Direktur Operasi / Chief Operations Officer	✗	✗	✗	✗

RAPAT DIREKSI

Pelaksanaan rapat Direksi berperan sebagai forum penguatan koordinasi dan pengambilan keputusan serta penyusunan kebijakan terkait pengelolaan Perusahaan. Perusahaan memiliki kebijakan pelaksanaan rapat Direksi sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan. Penyelenggaraan rapat dapat dilakukan setiap waktu apabila terdapat permintaan tertulis dari Dewan Komisaris dan/atau permintaan tertulis dari 1 (satu) orang atau lebih pemegang saham yang mewakili 1/10 (satu per sepuluh) atau lebih dari jumlah seluruh saham yang beredar.

Setiap keputusan yang ditetapkan melalui rapat Direksi wajib ditandatangani oleh seluruh anggota Direksi yang hadir dan didistribusikan kepada seluruh anggota Direksi. Direksi juga memiliki wewenang dalam mengambil keputusan yang mengikat tanpa melalui pelaksanaan rapat dengan ketentuan bahwa keputusan tersebut telah disetujui dan ditandatangani oleh seluruh anggota Direksi. Keputusan yang ditetapkan dengan cara demikian memiliki kekuatan hukum yang sah dan mengikat seperti keputusan yang diambil melalui rapat Direksi.

MEETINGS OF THE BOARD OF DIRECTORS

The meeting of the Board of Directors serves as a forum for strengthening coordination and decision making as well as formulating policies related to the management of the Company. The Company's policy rules the Board of Directors to hold a meeting at least 1 (one) time in 1 (one) month. The meeting may be held at any time upon the written request of the Board of Commissioners and/or 1 (one) or more shareholders representing 1/10 (one tenth) or more of the total outstanding shares.

Every decision taken in the meeting of the Board of Directors must be signed by all members of the Board of Directors present and distributed to all members of the Board of Directors. The Board of Directors also has the authority to make a binding decision without going through a meeting provided that the decision has been approved and signed by all members of the Board of Directors. Decisions made in this way have legal and binding force just like the decisions taken in the meeting.

Sepanjang tahun 2020, Direksi melaksanakan rapat internal sebanyak 20 (dua puluh) kali dengan risalah dan frekuensi kehadiran sebagai berikut:

Throughout 2020, the Board of Directors held 20 (twenty) internal meetings with the following minutes and frequency of attendance:

Risalah Rapat dan Kehadiran Direksi
Minutes of Meeting and Attendance of the Board of Directors (BoD)

Tanggal Risalah Rapat Date of Meeting Minutes	Tempat Place	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Attendee	Alasan Ketidakhadiran Direksi (Jika Tidak Hadir) Reason for Absence of the Directors (If Not Attend)
7 Januari 2020 January 7, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Update dan Arahan Direksi ■ Pembahasan RKAP ■ The BoD's Updates and Directives ■ Discussion on RKAP 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	
5 Februari 2020 February 5, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Contingency plan ■ Masukan lainnya ■ Contingency plan ■ Other input 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
17 Februari 2020 February 17, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Serah Terima Jabatan ■ SSQ Committee Meeting II ■ Presentasi hasil engagement survey ■ Handover of a position ■ SSQ Committee Meeting II ■ Presentation of the engagement survey results 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
19 Februari 2020 February 19, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Aircraft Ownership/Fleet Management Citilink ■ Citilink HC Digitalization Progress ■ Aircraft Ownership/Fleet Management ■ Progress of Citilink HC Digitalization 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
25 Februari 2020 February 25, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Pembahasan Pilot ■ Update Acara Java Jazz Festival ■ Update Branding ■ Pembahasan Pengalihan ATR ■ Pembahasan materi Rapat Dewan Komisaris ■ Discussion on Pilot ■ Update on Java Jazz Festival ■ Update on Branding ■ Discussion on ATR Transfer ■ Discussion on the materials of BoC Meeting 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
31 Maret 2020 March 31, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Sales program 2nd Quarter 2020 ■ Sales program 2nd Quarter 2020 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
8 April 2020 April 8, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Arahan Direksi dan Update kondisi perusahaan ■ BoD's directives and updates of the Company's condition 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-

Tanggal Risalah Rapat Date of Meeting Minutes	Tempat Place	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Attendee	Alasan Ketidakhadiran Direksi (Jika Tidak Hadir) Reason for Absence of the Directors (If Not Attend)
18 Mei 2020 May 18, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<i>Presentation on New Normal Operations</i> Presentation on New Normal Operations	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ <i>Top Management</i> ■ All members of the BoD are present ■ Top Management 	-
30 Mei 2020 May 30, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	Rencana penerbangan Citilink 1 Juni 2020 Citilink flight plan for June 1, 2020	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ <i>Top Management</i> ■ All members of the BoD are present ■ Top Management 	-
8 Juni 2020 June 8, 2020	R. Jakarta Lantai 3 GMF Jakarta Room Floor 3 GMF	<ul style="list-style-type: none"> ■ <i>Strategies to reach BEP in 11 weeks</i> ■ Pembahasan <i>Freighter</i> ATR ■ <i>Update</i> mengenai <i>new normal</i> dari Tim Gugus Tugas COVID-19 Citilink ■ <i>Progress e-Procurement System</i> ■ Strategies to reach BEP in 11 weeks ■ Discussion on ATR Freighter ■ Update on the new normal from the Citilink COVID-19 Task Force ■ Progress of e-Procurement System 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ <i>Top Management</i> ■ All members of the BoD are present ■ Top Management 	-
1 Juli 2020 July 1, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	Pembahasan status pesawat Citilink Discussion on Citilink aircraft status	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ <i>Top Management</i> ■ All members of the BoD are present ■ Top Management 	-
13 Juli 2020 July 13, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ <i>Update</i> dari Direksi ■ Perpindahan dari Terminal 2D ke Terminal 3 Bandara Soekarno-Hatta ■ <i>Update</i> rencana <i>In-Flight Entertainment</i> ■ Update from BoD ■ Transfer from Terminal 2D to Terminal 3 Soekarno-Hatta Airport ■ Update on In-Flight Entertainment 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ <i>Top Management</i> ■ All members of the BoD are present ■ Top Management 	-
20 Juli 2020 July 20, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ <i>Update</i> dari Direktur Utama ■ <i>Training device</i> ATR & A320 ■ Aplikasi <i>Office Letter Automation (OLA)</i> ■ Perpindahan terminal ■ Persiapan <i>workshop</i> dengan Komisararis 28 Juli 2020 ■ Update from President & CEO ■ Training device of ATR & A320 ■ Application of Office Letter Automation (OLA) ■ Terminal Transfer ■ Preparation of workshop with BoC on July 28, 2020 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ <i>Top Management</i> ■ All members of the BoD are present ■ Top Management 	-

Tanggal Risalah Rapat Date of Meeting Minutes	Tempat Place	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Attendee	Alasan Ketidakhadiran Direksi (Jika Tidak Hadir) Reason for Absence of the Directors (If Not Attend)
24 Agustus 2020 August 24, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Update dari Direksi ■ Persiapan ATR base UPG ■ Update from BoD ■ Preparation of ATR base in UPG 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
27 Agustus 2020 August 27, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	Pelaksanaan <i>charter</i> China dan rencana bisnis <i>charter</i> ke depan China charter implementation and charter business plan in the future	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
21 September 2020 September 21, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Update dari Direksi ■ Update mengenai pembuatan kalender 2021 ■ Negosiasi dengan Lessor ■ Update from BoD ■ Update on the making of 2021 calendar ■ Negotiation with the Lessor 	<ul style="list-style-type: none"> ■ 1 Direksi yaitu Direktur Operasi tidak hadir ■ Top Management ■ 1 Director (Chief Operations Officer) is absent ■ Top Management 	Dinas On Duty
28 September 2020 September 28, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Integrasi <i>value</i> SiPP dan AKHLAK ■ Update Negosiasi Lessor ■ Integration of SiPP and AKHLAK value ■ Update on Lessor Negotiation 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
26 Oktober 2020 October 26, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Pembahasan materi Rapat Dewan Komisaris ■ Perpanjangan Perjanjian Kerja Sama dengan instansi keuangan ■ Update Negosiasi Lessor ■ Discussion on the materials of BoC Meeting ■ Extension of Cooperation Agreement with financial institutions ■ Update on Lessor Negotiation 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
24 November 2020 November 24, 2020	Auditorium Gedung Garuda City Center, Soekarno Hatta	<ul style="list-style-type: none"> ■ Update dari Direksi ■ Pembahasan RKAP dan RJPP ■ Pembahasan materi Rapat Dewan Komisaris ■ Update from BoD ■ Discussion on RKAP and RJPP ■ Discussion on the materials of BoC Meeting 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-
23 Desember 2020 December 23, 2020	R. Jakarta Lantai 1 GMF Jakarta Room Floor 1 GMF	<ul style="list-style-type: none"> ■ Briefing Direksi ■ Update terkait Garuda Indonesia Group ■ BoD's Briefing ■ Update on Issues related to Garuda Indonesia Group 	<ul style="list-style-type: none"> ■ Direksi seluruhnya hadir ■ Top Management ■ All members of the BoD are present ■ Top Management 	-

Rekapitulasi Kehadiran Direksi pada Rapat
Recapitulation of Attendance of the Board of Directors at the Meetings

Direksi The Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	% Kehadiran % Attendance
Juliandra	20	20	100
Ester Siahaan	20	20	100
Benny Rustanto	20	20	100
Erlangga Sakti	12	11	88,89
Rata-rata / Average			97,22

PENGELOLAAN BENTURAN KEPENTINGAN DIREKSI

Anggaran Dasar Perusahaan telah mengatur kebijakan pengelolaan benturan kepentingan Direksi sebagai berikut:

- Anggota Direksi tidak berwenang mewakili Perusahaan apabila:
 - Terjadi perkara di depan pengadilan antara Perusahaan dengan anggota Direksi yang bersangkutan; atau
 - Anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perusahaan.
- Jika terdapat keadaan tersebut yang berhak mewakili Perusahaan adalah:
 - Anggota Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perusahaan yang ditunjuk oleh anggota Direksi lain yang tidak mempunyai benturan kepentingan;
 - Dewan Komisaris, dalam hal ini seluruh anggota Direksi mempunyai benturan kepentingan dengan Perusahaan; atau
 - Pihak lain yang ditunjuk oleh Rapat Umum Pemegang Saham dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perusahaan.
- Dalam hal semua anggota Direksi mempunyai benturan kepentingan dengan Perusahaan dan tidak ada satu pun Dewan Komisaris, maka Rapat Umum Pemegang Saham mengangkat seorang atau lebih untuk mewakili Perusahaan dalam menjalankan tugas tersebut.

MANAGEMENT OF CONFLICTS OF INTEREST OF THE BOARD OF DIRECTORS

The Company's Articles of Association have stipulated the policy for managing the conflicts of interest of the Board of Directors as follows:

- Members of the Board of Directors are not authorized to represent the Company if:
 - There is a case before the court between the Company and the relevant member of the Board of Directors; or
 - The relevant member of the Board of Directors has a conflict of interest with the Company.
- If there are such circumstances, those who are entitled to represent the Company are:
 - Other members of the Board of Directors who do not have a conflict of interest with the Company, appointed by another member of the Board of Directors who do not have a conflict of interest;
 - The Board of Commissioners, in the event that all members of the Board of Directors have a conflict of interest with the Company; or
 - Other parties appointed by the General Meeting of Shareholders in the case that all members of the Board of Directors or Board of Commissioners have a conflict of interest with the Company.
- In the event that all members of the Board of Directors have a conflict of interest with the Company and there is no single member of the Board of Commissioners, the General Meeting of Shareholders appoints one person or more to represent the Company to carry out the duty.

PELATIHAN DAN PENINGKATAN KOMPETENSI DIREKSI

Perusahaan memberikan akses kepada Direksi untuk ikut serta dalam program pengembangan kompetensi sebagai langkah nyata dalam menjaga konsistensi kualitas pengelolaan Perusahaan di tengah kebutuhan Perusahaan yang dinamis. Tentang daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Direksi di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

PELAKSANAAN TUGAS DAN TANGGUNG JAWAB DIREKSI SELAMA TAHUN 2020

Selama tahun 2020, Direksi telah melaksanakan tugas, kewajiban dan tanggung jawabnya dalam rangka melakukan pengurusan Perusahaan yang ditetapkan dalam Peraturan Perundang-undangan yang berlaku, Anggaran Dasar Perusahaan serta Rencana Kerja yang ditetapkan pada awal tahun. Pelaksanaan tugas Direksi selama tahun 2020, secara umum mengacu pada ketentuan di dalam Anggaran Dasar Perseroan, di antaranya adalah sebagai berikut:

- Menetapkan kebijakan Perseroan
- Mengatur ketentuan kepegawaian
- Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perseroan
- Memberikan penjelasan kepada RUPS mengenai RKAP
- Menyusun dan menetapkan struktur organisasi Perseroan
- Mengangkat dan memberhentikan pegawai
- Melakukan segala tindakan dan perbuatan seperti mengikat perseroan dengan pihak lain
- Membuat Laporan Tahunan
- Melaksanakan RUPS RKAP
- Dan keputusan lainnya yang perlu diambil demi kepentingan Perusahaan

Adapun keputusan Direksi yang telah dikeluarkan selama tahun 2020, antara lain sebagai berikut:

COMPETENCY TRAINING AND DEVELOPMENT FOR THE BOARD OF DIRECTORS

The Company provides access for the Board of Directors to participate in competency development programs as a concrete step in maintaining the consistency of the Company's management quality in the midst of dynamic needs of the Company. The list of training and competency development activities participated in by the Board of Directors throughout 2020 can be found in the Company Profile chapter in this annual report.

IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS IN 2020

During 2020, the Board of Directors has carried out its duties, obligations and responsibilities in the context of managing the Company as stipulated in the applicable laws and regulations, the Company's Articles of Association and the Work Plan set out at the beginning of the year. The implementation of the duties of the Board of Directors in 2020 generally refers to the provisions in the Company's Articles of Association, including the following:

- Establish the Company's policies
- Arrange the terms of employment
- Strive for and ensure the implementation of the Company's business and activities
- Providing an explanation to the GMS regarding the Work and Budget Plan (RKAP)
- Develop and determine the organizational structure of the Company
- Appoint and dismiss the employees
- Perform all actions and conducts such as binding the Company with other parties
- Prepare the Annual Report
- Implement GMS for RKAP approval
- And other decisions that need to be taken in the interest of the Company

The decisions taken by the Board of Directors in 2020, among others, are as follows:



1	Perihal Persetujuan terkait penyesuaian organisasi Induk Approval regarding adjustment of Parent organization
2	Perihal Persetujuan pengaturan kebijakan SDM dan <i>culture</i> perusahaan Approval of the policy settings on HR and corporate culture
3	Perihal Persetujuan penunjukan pengelolaan rute domestik dan internasional Perseroan Approval of the appointment of the Company's domestic and international route management
4	Perihal Persetujuan mengenai <i>corporate action</i> dan bisnis perusahaan Approval regarding corporate actions and business
5	Perihal Persetujuan terkait aspek pengelolaan keuangan Approval regarding aspects of financial management
6	Perihal Persetujuan terkait rencana bisnis jangka pendek perusahaan Approval regarding the Company's short-term business plan
7	Perihal Persetujuan pelaksanaan GCG Perusahaan Approval of the Company's GCG implementation
8	Perihal Persetujuan mengenai kebijakan-kebijakan pencegahan COVID-19 Approval of the COVID-19 prevention policy
9	Perihal Persetujuan terkait operasional dan <i>aircraft</i> Approval regarding the operations and aircraft
10	Perihal Persetujuan mengenai kerja sama dengan pihak ketiga Agreement regarding the cooperation with third parties

PENILAIAN KINERJA DIREKSI

Mekanisme penilaian kinerja Direksi dilakukan oleh Dewan Komisaris untuk selanjutnya dilaporkan kepada Pemegang Saham melalui Rapat Umum Pemegang Saham. Proses penilaian kinerja Direksi mempertimbangkan pencapaian atas rencana dan target yang telah diusung serta kontribusi terhadap pengelolaan Perusahaan, termasuk di dalamnya penyelenggaraan rapat.

Penilaian kinerja mempertimbangkan sejumlah kriteria, yang meliputi pencapaian atas target dan rencana yang dicanangkan dalam Rencana Jangka Panjang, Rencana Tahunan, Rencana Bisnis, dan Keputusan RUPS; Kontribusi terhadap Perusahaan termasuk frekuensi kehadiran rapat; serta pelaksanaan tugas pengelolaan dengan berorientasi pada pencapaian visi dan misi Perusahaan dan prinsip prinsip *Good Corporate Governance*.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE

The performance of Board of Directors is assessed by the Board of Commissioners to be subsequently reported to the Shareholders through the General Meeting of Shareholders. The process of evaluating the performance of the Board of Directors considers the achievement of the plans and targets as well as the contribution to the Company, including the holding of meetings.

The performance assessment considers a number of criteria, including the achievement of targets and plans set out in the Long Term Plan, Annual Plan, Business Plan, and GMS Resolutions; Contributions to the Company include the frequency of meeting attendance; as well as the implementation of management tasks oriented to the achievement of the Company's vision and mission and the principles of *Good Corporate Governance*.

Indicators	YTD Dec 2020	Target RKAP 2020	Weight	%	Achievement Score	Score
	a	b	c	(a/b)	d	d*c
Financial Perspective						
Total Revenue (USD Mio)	343	1.111	9	31%	75%	6,8
Cost/ASK (USCent)	4,56	5,37	6	115%	125%	7,5
Rev/ASK (USCent)	3,38	5,81	6	58%	75%	4,5
Cost/ASK excl. fuel (USCent)	3,36	3,52	6	104%	100%	6,0
Net Profit (USD Mio)	(306,8)	4,0	10	(7755%)	75%	7,5
Customer Perspective						
Customer Satisfaction Index* (%)	81,5	85,0	3	96%	100%	3,0
OTP (%)	91,9	90,0	10	102%	100%	10,0
Schedule Reliability (%)	92,8	90,0	3	103%	100%	3,0
Brand Awareness* (%)	99,7	98,0	3	102%	100%	3,0
NPS* (%)	31	50	5	62%	75%	3,8
Internal Business Process Perspective						
Aircraft Utilization per Day (Hours)	07:19	08:43	3	84%	75%	2,3
ASK (Mio)	9.703	18.775	4	52%	75%	3,0
GCG Excellence**	76	80	3	95%	100%	3,0
Dispatch Reliability (%)	99,67	99,70	3	100%	100%	3,0
Incident Rate (per 1000 dep.)	0,262	0,648	3	106%	125%	3,8
Fuel Burn/BH (Litre)	2.597	2.582	6	101%	100%	6,0
IOSA	88,7 Conformity Level Audit Trial to ISM Ed. 13 2020	IOSA Readiness (Update Freighter AOC)	3	89%	75%	2,3
Own Channel Contribution (%)	22	20	4	110%	125%	5,0
Learning and Growth						
Culture Organization Health Index*** (%)	85,2	80,0	4	107%	125%	5,0
Employee Engagement Result**** (%)	74,5	80,0	3	93%	75%	2,3
Employee Service Satisfaction Index**** (%)	85	75	3	113%	125%	3,8
Total		100,0			94,3	

Pengukuran nilai per KPI dilakukan dengan ketentuan sebagai berikut:

Kriteria (Realisasi/Target) Criteria (Realization/Target)	Keterangan Pencapaian Achievement Description	Skor Pencapaian Achievement Score
< 95%	Tidak Mencapai Not Achieved	75%
95% - 105%	Mencapai Achieved	100%
>105%	Melebihi Exceeded	125%

Note:
Update IOSA berdasarkan dari Trial Audit IOSA dari ACS dengan menggunakan ISM Ed. 13 AC Utilization per day based on Online AC (*) 2019 Brand Health Tracking, Survey dilakukan Mei 2020
(**) Penilaian GCG Score dilakukan Des 2019
(***) Positive Energy Index, Employee OCHI Survey dilakukan Des 2019
(****) Employee Service Satisfaction Index dan Employee Engagement Survey dilakukan Des 2019

REMUNERASI DIREKSI

Proses penentuan remunerasi Direksi disetujui pemegang saham melalui Rapat Umum Pemegang Saham dengan merujuk pada kebijakan Perusahaan Induk, yaitu PT Garuda Indonesia (Persero) Tbk. Adapun struktur remunerasi Direksi terdiri dari gaji pokok, tunjangan kesehatan, dan asosiasi profesional.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DIREKSI

Sebagaimana ditetapkan dalam Anggaran Dasar Perusahaan, anggota Direksi dapat diberhentikan atau mengundurkan diri dengan mekanisme dan persyaratan sebagai berikut:

1. Rapat Umum Pemegang Saham dapat memberhentikan para anggota Direksi sewaktu-waktu dengan menyebutkan alasannya;
2. Alasan pemberhentian anggota Direksi sebagaimana dimaksud pada butir 1 di atas, dilakukan apabila anggota Direksi yang bersangkutan terbukti:
 - a. Tidak mampu memenuhi kewajibannya yang telah disepakati dalam kontrak manajemen;
 - b. Tidak dapat melaksanakan tugasnya dengan baik;
 - c. Tidak melaksanakan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar;
 - d. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau negara;
 - e. Terbukti melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagai anggota Direksi;
 - f. Dinyatakan bersalah oleh putusan Pengadilan yang memiliki kekuatan hukum yang tetap; atau
 - g. Mengundurkan diri.
3. Rapat Umum Pemegang Saham dapat memberhentikan anggota Direksi di luar alasan yang telah disebutkan dalam butir 2 huruf (a) hingga (g) apabila dinilai tepat dengan batasan tertentu yang diatur dalam Anggaran Dasar Perusahaan.
4. Keputusan pemberhentian sebagaimana dimaksud dalam pada butir 2 huruf (a) sampai (g) dan butir 3 di atas diambil setelah anggota Direksi yang bersangkutan diberi kesempatan untuk membela diri;

REMUNERATION OF THE BOARD OF DIRECTORS

The process of determining the remuneration of the Board of Directors is approved by the shareholders through the General Meeting of Shareholders by referring to the policies of the Parent Company, PT Garuda Indonesia (Persero) Tbk. The remuneration structure for the Board of Directors consists of basic salary, health benefits, and professional allowances.

MECHANISM OF RESIGNATION AND DISMISSAL OF THE BOARD OF DIRECTORS

As stipulated in the Company's Articles of Association, members of the Board of Directors may be dismissed or resigned with the following mechanisms and requirements:

1. The General Meeting of Shareholders may dismiss members of the Board of Directors at any time by stating the reasons;
2. The reason for the dismissal of a member of the Board of Directors as referred to in point 1 above is related to the following proven events of:
 - a. Unable to fulfill the obligations that have been agreed in the management contract;
 - b. Unable to perform the duties properly;
 - c. Not implementing the laws and/or provisions of the Articles of Association;
 - d. Engaged in actions that are detrimental to the Company and/or the country;
 - e. Proven to have acted in violation of ethics and/or propriety that should be respected as a member of the Board of Directors;
 - f. Found guilty by a court decision that has permanent legal force; or
 - g. Resign.
3. The General Meeting of Shareholders may dismiss members of the Board of Directors other than the reasons stated in the point 2 letters (a) to (g) if deemed appropriate within certain limits stipulated in the Company's Articles of Association.
4. The decision to dismiss as referred to in point 2 letters (a) to (g) and point 3 above is taken after the relevant member of the Board of Directors has been given the opportunity to defend him/herself;

5. Rencana pemberhentian sewaktu-waktu anggota Direksi sebagaimana dimaksud dalam butir 1 diberitahukan kepada anggota Direksi yang bersangkutan secara lisan atau tertulis oleh Pemegang Saham;
 6. Dalam hal pemberhentian dilakukan di luar Rapat Umum Pemegang Saham, maka pembelaan diri disampaikan secara tertulis kepada pemegang saham dalam waktu 14 (empat belas) hari terhitung sejak anggota Direksi yang bersangkutan disampaikan pemberitahuan terkait pemberhentiannya tersebut;
 7. Dalam hal anggota Direksi yang diberhentikan telah melakukan pembelaan diri atau menyatakan tidak berkeberatan rencana pemberhentiannya pada saat diberitahukan, maka ketentuan waktu dianggap telah terpenuhi;
 8. Dalam hal pemberhentian dilakukan dalam Rapat Umum Pemegang Saham, maka pembelaan diri sebagaimana dimaksud pada butir 4 dilakukan dalam Rapat Umum Pemegang Saham dengan mengabaikan ketentuan batas waktu;
 9. Selama rencana pemberhentian masih dalam proses, maka anggota Direksi yang bersangkutan wajib melaksanakan tugasnya sebagaimana mestinya; dan
 10. Pemberhentian karena alasan sebagaimana dimaksud pada butir 2 huruf (d) dan (f) merupakan pemberhentian secara tidak hormat.
5. The plan to dismiss members of the Board of Directors at any time as referred to in point 1 shall be notified to the relevant member of the Board of Directors orally or in writing by the Shareholders;
 6. In the event that the dismissal is done outside the General Meeting of Shareholders, then the self-defense is submitted in writing to the shareholders within 14 (fourteen) days from the date the relevant member of the Board of Directors is notified regarding the dismissal;
 7. In the event that the dismissed member of the Board of Directors has defended him/herself or expressed no objection to his/her dismissal plan at the time of notification, the terms of time limit are deemed to have been fulfilled;
 8. In the event that the dismissal is done at the General Meeting of Shareholders, the self-defense as referred to in point 4 is conducted at the General Meeting of Shareholders by ignoring the provisions of the time limit;
 9. As long as the termination plan is still in process, the member of the Board of Directors concerned must carry out his/her duties properly; and
 10. The dismissal due to reasons as referred to in point 2 letters (d) and (f) is a dishonorable dismissal.

INFORMASI TENTANG KOMITE DI BAWAH DIREKSI

Per 31 Desember 2020, Direksi tidak memiliki Komite di bawah Direksi, pelaksanaan tugas dan tanggung jawab kepengurusan Perusahaan Direksi dibantu oleh Sekretaris Perusahaan sebagai satuan kerja yang bertanggung jawab langsung kepada Direksi. Sepanjang tahun 2020, Sekretaris Perusahaan telah menjalankan kegiatan baik yang berkaitan dengan tugas dan tanggung jawabnya serta melaporkan pencapaian kinerjanya kepada Direksi.

INFORMATION ON COMMITTEES UNDER THE BOARD OF DIRECTORS

As of December 31, 2020, the Board of Directors did not have any committee under it. The Board of Directors implemented its duties and responsibilities in managing the Company assisted by the Corporate Secretary as a work unit that is directly responsible to the Board of Directors. In 2020, the Corporate Secretary had carried out good activities related to the duties and responsibilities and reported the performance achievements to the Board of Directors.

SEKRETARIS DEWAN KOMISARIS

Secretary of the Board of Commissioner

Sekretaris Dewan Komisaris diangkat untuk membantu kelancaran tugas Dewan Komisaris. Sekretaris Dewan Komisaris mempunyai fungsi untuk memberikan dukungan administratif dan kesekretariatan kepada Dewan Komisaris guna memperlancar pelaksanaan tugas-tugas Dewan Komisaris. Sekretaris Dewan Komisaris dalam hal ini berperan dalam menjaga kelancaran administrasi dan koordinasi baik dengan pihak internal maupun eksternal dalam pelaksanaan fungsi pengawasan Dewan Komisaris.

The Secretary of the Board of Commissioners is appointed to assist the smooth functioning of the Board of Commissioners. The Secretary of the Board of Commissioners has the function to provide administrative and secretarial support to the Board of Commissioners in order to facilitate the implementation of the duties of the Board of Commissioners. The Secretary of the Board of Commissioners in this case plays a role in maintaining the smooth administration and coordination with both internal and external parties in the implementation of the supervisory function of the Board of Commissioners.

Profil Sekretaris Dewan Komisaris Profile of Secretary of the Board of Commissioners

MEGA HAPSARI

Sekretaris Dewan Komisaris / Secretary of the Board of Commissioners

Periode Jabatan / Term of Office : 2015 - sekarang / 2015 - present

Kewarganegaraan / Citizenship

Indonesia / Indonesian

Domisili / Domicile

Tangerang, Banten, Indonesia /
Tangerang, Banten, Indonesia

Usia / Age

37 tahun / 37 years old

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Surat Keputusan Nomor: DEKOM/SKEP/001/2015 tentang Pengangkatan Sekretaris Dewan Komisaris PT Citilink Indonesia tanggal 25 Agustus 2015
Decree Nomor: DEKOM/SKEP/001/2015 regarding Appointment of Secretary to the Board of Commissioners of PT Citilink Indonesia dated August 25, 2015

Pendidikan / Education

- Sarjana Hukum dari Universitas Indonesia (2006)
- Magister Hukum dari Maastricht University, Belanda (2009)
- Bachelor of Law from University of Indonesia (2006)
- Master of Law from Maastricht University, the Netherlands (2009)

Pengalaman Kerja / Work Experience

- Sekretaris Dewan Komisaris PT Citilink Indonesia (2015 - sekarang)
- Vice President Corporate Legal & Compliance PT Garuda Indonesia (Persero) Tbk (2018 - sekarang)
- Manager of Operation & Technical Contract PT Garuda Indonesia (Persero) Tbk (2015 - 2018)
- Legal Advisor PT Garuda Indonesia (Persero) Tbk (2011 - 2015)
- Legal Researcher National Legal Reform Program (NLRP) (2009 - 2011)
- Associate BT Partnership Law Firm (2006 - 2008)
- Secretary to the Board of Commissioners of PT Citilink Indonesia (2015 - present)
- Vice President Corporate Legal & Compliance of PT Garuda Indonesia (Persero) Tbk (2018 - present)
- Manager of Operation & Technical Contract of PT Garuda Indonesia (Persero) Tbk (2015 - 2018)
- Legal Advisor of PT Garuda Indonesia (Persero) Tbk (2011 - 2015)
- Legal Researcher of National Legal Reform Program (NLRP) (2009 - 2011)
- Associate of BT Partnership Law Firm (2006 - 2008)



TUGAS DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris mempunyai tugas untuk membantu Dewan Komisaris dalam pengawasan Perusahaan, termasuk namun tidak terbatas pada hal-hal sebagaimana di bawah ini:

1. Memastikan bahwa tugas pengawasan yang dilakukan oleh Dewan Komisaris telah sesuai dengan Anggaran Dasar, prinsip-prinsip tata kelola Perusahaan yang baik serta ketentuan perundang-undangan yang berlaku;
2. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala apabila diminta;
3. Mengkoordinasikan anggota Komite jika diperlukan untuk memperlancar tugas Dewan Komisaris;
4. Melakukan koordinasi dengan Sekretaris Perusahaan tentang hal-hal yang berkaitan dengan Dewan Komisaris dan Direksi;
5. Sebagai penghubung Dewan Komisaris dan Direksi;
6. Menyusun rancangan rencana kerja dan anggaran Dewan Komisaris;
7. Mempersiapkan dan mengadministrasikan undangan rapat serta bahan rapat yang dibutuhkan dalam rapat internal Dewan Komisaris maupun bersama Direksi Perusahaan;
8. Menyusun dan mengadministrasikan risalah rapat Dewan Komisaris;
9. Mengumpulkan bahan dan informasi yang relevan dengan pelaksanaan tugas Dewan Komisaris;
10. Membuat surat-surat keluar dan mendokumentasikan surat-surat Dewan Komisaris;
11. Melakukan tugas kesekretariatan lainnya;
12. Melaksanakan tugas-tugas lain yang diberikan Dewan Komisaris.

PENGEMBANGAN KOMPETENSI SEKRETARIS DEWAN KOMISARIS

Sepanjang tahun 2020, Sekretaris Dewan Komisaris mengikuti program peningkatan kompetensi, sebagai berikut:

DUTIES AND RESPONSIBILITIES OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

The Secretary of the Board of Commissioners has the duty to assist the Board of Commissioners in supervising the Company, including but not limited to the following matters:

1. Ensuring that the supervisory duties carried out by the Board of Commissioners are in accordance with the Articles of Association, the principles of good corporate governance and the prevailing laws and regulations;
2. Provide information needed by the Board of Commissioners on a regular basis when requested;
3. Coordinate Committee members if necessary to facilitate the duties of the Board of Commissioners;
4. Coordinate with the Corporate Secretary on matters relating to the Board of Commissioners and the Board of Directors;
5. As a liaison between the Board of Commissioners and the Board of Directors;
6. Prepare a draft work plan and budget for the Board of Commissioners;
7. Prepare and administer meeting invitations as well as meeting materials needed in internal meetings of the Board of Commissioners and with the Board of Directors of the Company;
8. Prepare and administer the minutes of the Board of Commissioners meeting;
9. Collecting materials and information relevant to the implementation of the duties of the Board of Commissioners;
10. Making outgoing letters and documenting the letters of the Board of Commissioners;
11. Perform other secretarial duties;
12. Carry out other tasks assigned by the Board of Commissioners.

COMPETENCY DEVELOPMENT OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

Throughout 2020, the Secretary to the Board of Commissioners had participated in the competency improvement programs, as follows:

Nama Name	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Date	Penyelenggara Organizer
Mega Hapsari Ramdhani	Webinar Webinar	Sosialisasi Pencegahan Bahaya Narkoba melalui Kampanye #hidup100persen Socialization of Drug Hazard Prevention through Campaigns #hidup100persen	22 September 2020 September 22, 2020	Badan Narkotika Nasional (BNN) RI Indonesian National Narcotics Agency (BNN)

Laporan Pelaksanaan Tugas Tahun 2020
Report on the Implementation of Duties in 2020

No.	Pelaksanaan Tugas dan Tanggung Jawab Implementation of Duties and Responsibilities	Keterangan Explanation
1	Menghadiri rapat Dewan Komisaris serta membuat risalah rapat Attending the Board of Commissioners meetings and making the minutes of meetings	Dalam setiap pelaksanaan rapat Dewan Komisaris, Sekretaris Dewan Komisaris selalu hadir dan membuat risalah rapat. Selama tahun 2020, Dewan Komisaris telah melaksanakan 9 (sembilan) kali rapat Dewan Komisaris. The Secretary of the Board of Commissioners shall be present in every meeting of the Board of Commissioners and prepares the minutes of the meeting. During 2020, the Board of Commissioners held 9 (nine) BoC meetings.
2	Mengkoordinasikan anggota Komite jika diperlukan untuk memperlancar tugas Dewan Komisaris Coordinating the Committee members when needed to facilitate the duties of the Board of Commissioners	Sekretaris Dewan Komisaris melakukan komunikasi kepada seluruh anggota komite sesuai arahan Dewan Komisaris secara berkala. The Secretary of the Board of Commissioners communicates to all committee members according to the directives given by the Board of Commissioners on a regular basis.
3	Sebagai penghubung antara Dewan Komisaris dan Direksi Being a liaison between the Board of Commissioners and the Board of Directors	Sekretaris Dewan Komisaris berperan menjadi penghubung antara Dewan Komisaris dan Direksi dalam hal: a. Koordinasi pelaksanaan rapat berkala b. Koordinasi pelaksanaan laporan tahunan c. Penyampaian informasi/pengawasan/ <i>advice</i> /keputusan di antaranya: ■ Pengawasan dan pemberian <i>advice</i> atas aspek Kepatuhan/compliance ■ Penelaahan, persetujuan dan pemantauan pelaksanaan atas usulan Tindakan Direksi baik sesuai RKAP maupun di luar RKAP ■ Pengawasan dan pemberian <i>advice</i> atas pelaksanaan bisnis, risiko, keuangan dan operasional perusahaan d. Dokumen terkait Dewan Komisaris, seperti dokumen persetujuan, dokumen tanggapan, dokumen surat-menyurat, dokumen risalah dan kelengkapan rapat. The Secretary of the Board of Commissioners acts as a liaison between the Board of Commissioners and the Board of Directors in terms of: a. Coordination in the implementation of periodic meetings b. Coordination in the preparation of the annual report c. Delivery of information/supervision/ <i>advice</i> /decision among others: ■ Supervision and provision of advice on the Compliance aspect ■ Review, approval and monitoring the implementation of the proposed actions of the Board of Directors both according the RKAP and outside the RKAP ■ Supervision and provision of advice on business implementation, risks, finance and company operations d. Documents related to the Board of Commissioners, such as approval documents, response documents, correspondence documents, minutes of meetings and meeting equipment.

No.	Pelaksanaan Tugas dan Tanggung Jawab Implementation of Duties and Responsibilities	Keterangan Explanation
4	Menyusun rancangan rencana kerja dan anggaran Dewan Komisaris Preparing a draft of work and budget plan for the Board of Commissioners	Sekretaris Dewan Komisaris membantu Dewan Komisaris dalam menyusun <i>draft</i> Rencana Kerja dan Anggaran Dewan Komisaris ke dalam suatu <i>draft</i> surat keputusan serta melakukan proses sirkulasi penandatanganan. The Secretary of the Board of Commissioners assists the Board of Commissioners in compiling a draft of the Work and Budget Plan of the Board of Commissioners as well as the draft of related decision letter and conducts the circulation process for signing.
5	Mengumpulkan bahan dan informasi yang relevan dengan pelaksanaan tugas Dewan Komisaris Collecting materials and information relevant to the implementation of the duties of the Board of Commissioners	Mengarsipkan dan menyampaikan informasi penting tentang: <ul style="list-style-type: none"> ■ Risalah rapat ■ Keputusan Dewan Komisaris ■ Surat-menyurat ■ Rekomendasi Dewan Komisaris ■ Analisa/laporan Dewan Komisaris Archive and convey important information about: <ul style="list-style-type: none"> ■ Minutes of Meeting ■ The Board of Commissioners Decisions ■ Correspondence ■ The Board of Commissioners Recommendations ■ Analysis/report of the Board of Commissioners
6	Memastikan Dewan Komisaris melaksanakan pelatihan dan/ atau pendidikan Ensuring that the Board of Commissioners takes a training and/ or education	Pada tahun 2020, Sekretaris Dewan Komisaris memastikan Dewan Komisaris melaksanakan pelatihan dan/atau pendidikan untuk meningkatkan kompetensi. In 2020, the Secretary of the Board of Commissioners ensured that the Board of Commissioners had a training and/or education to improve their competency.

EVALUASI DAN PENILAIAN KINERJA SEKRETARIS DEWAN KOMISARIS OLEH DEWAN KOMISARIS

Narasi terkait evaluasi terhadap kinerja Sekretaris Dewan Komisaris dilakukan setiap tahun oleh Dewan Komisaris berdasarkan hasil pelaksanaan tugas-tugas pokok Sekretaris Dewan Komisaris. Sepanjang tahun 2019,

EVALUATION AND ASSESSMENT OF THE PERFORMANCE OF SECRETARY TO THE BOARD OF COMMISSIONERS BY THE BOARD OF COMMISSIONERS

The evaluation of the performance of the Secretary to the Board of Commissioners is conducted annually by the Board of Commissioners based on the results of the implementation of the main tasks of the Secretary to the Board of Commissioners

KOMITE AUDIT

Audit Committee

Komite Audit yang bertanggung jawab langsung kepada Dewan Komisaris, memiliki fungsi strategis untuk membantu Dewan Komisaris menjalankan pengawasannya agar pengelolaan Perusahaan berjalan sesuai dengan Anggaran Dasar Perusahaan serta ketentuan perundang-undangan yang berlaku.

The Audit Committee, directly responsible to the Board of Commissioners, has a strategic function to assist the Board of Commissioners in supervising so that the management of the Company runs in accordance with the Company's Articles of Association and applicable laws and regulations.

KUALIFIKASI MENJADI ANGGOTA KOMITE AUDIT

Di dalam Komite Audit *Charter*, Anggota Komite Audit harus memenuhi persyaratan sebagai berikut:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan/pemeriksaan.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap perusahaan.
3. Mampu berkomunikasi secara efektif.
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
5. Anggota komite audit harus memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan dan memahami industri/bisnis perusahaan.

QUALIFICATIONS TO BECOME MEMBERS OF THE AUDIT COMMITTEE

In the Audit Committee Charter, members of the Audit Committee must meet the following requirements:

1. Do have good integrity and sufficient knowledge and work experience in the field of supervision/inspection.
2. Do not have any personal interests/relationships that can have a negative impact and conflict of interest on the Company.
3. Able to communicate effectively.
4. Able to provide sufficient time to complete the tasks.
5. Must have an educational background or expertise in accounting or finance and understand the Company's industry/business.

SUSUNAN DAN KOMPOSISI ANGGOTA KOMITE AUDIT TAHUN 2020

Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris, berikut susunan dan komposisi Komite Audit per 31 Desember 2020 adalah sebagai berikut:

MEMBERS AND COMPOSITION OF THE AUDIT COMMITTEE IN 2020

The members of the Audit Committee are appointed and dismissed by the Board of Commissioners, and the composition the Audit Committee as of December 31, 2020 is as follows:

Susunan Komite Audit per 31 Desember 2020
The Composition of Audit Committee as of December 31, 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Legal Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Position
Abdul Azis	Ketua Komite Audit/ Komisaris Chairman of Audit Committee/ Commissioner	Surat Keputusan Nomor: DEKOM/ SKEP/001/2020 tanggal 26 Mei 2020 tentang Perpanjangan Masa Jabatan Ketua dan Anggota Komite Audit Decree Number: DEKOM/ SKEP/001/2020 dated May 26, 2020 regarding the Extension of Term of Office of the Chairman and Members of the Audit Committee	Mengikuti masa jabatan sebagai Komisaris Following the term of office as Commissioner	

Nama Name	Jabatan Position	Dasar Pengangkatan Legal Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Position
Edi Karim	Anggota Member	Surat Keputusan Nomor: DEKOM/SKEP/001/2020 tanggal 26 Mei 2020 tentang Perpanjangan Masa Jabatan Ketua dan Anggota Komite Audit. Tanggal 21 September 2020, mengundurkan diri berdasarkan surat Keputusan Nomor: DEKOM/SKEP/001/2021 Tanggal 1 Februari 2021 Decree Number: DEKOM/SKEP/001/2020 dated May 26, 2020 regarding the Extension of Term of Office of the Chairman and Members of the Audit Committee On September 21, 2020 he resigned, stated in the Decree Number: DEKOM/SKEP/001/2021 dated February 1, 2021	2 (dua) tahun sejak tanggal SK 26/5/2020 - 26/5/2022 2 (two) years from 26/5/2020 to 26/5/2022	Ke-2 2nd
Muhamad Ridwan	Anggota Member	Surat Keputusan Nomor: DEKOM/SKEP/001/2020 tanggal 26 Mei 2020 tentang Perpanjangan Masa Jabatan Ketua dan Anggota Komite Audit Decree Number: DEKOM/SKEP/001/2020 dated May 26, 2020 regarding the Extension of Term of Office of the Chairman and Members of the Audit Committee	2 (dua) tahun sejak tanggal SK 26/5/2020 - 26/5/2022 2 (two) years from 26/5/2020 to 26/5/2022	Ke-2 2nd

**Profil Anggota Komite Audit
Profiles of Audit Committee Member**

ABDUL AZIS

Ketua Komite Audit/Komisaris / Chairman of the Audit Committee/Commissioner

Profil Ketua Komite Audit dapat dilihat bagian Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini
The profile of the Chairman of the Audit Committee can be found in the Profile of the Board of Commissioners section of the Company Profile chapter in this Annual Report

EDI KARIM

Anggota Komite Audit / Member of the Audit Committee

Periode Jabatan / Term of Office : 26 Mei 2020 – 26 Mei 2022 (Periode Ke-2) / May 26, 2020 – 26 May 26, 2022 (2nd Period)

Kewarganegaraan / Citizenship
Indonesia / Indonesian

Domisili / Domicile
Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age
64 tahun / 64 years old

Pendidikan / Education

Ak, M.H, CA, CfrA,QIA , Institusi Pendidikan STAN, Universitas Jayabaya
Acc, M.H, CA, CfrA,QIA , State College of Accountancy (STAN), Jayabaya University

Pengalaman Kerja / Work Experience

Kepala Perwakilan BPKP Provinsi Bengkulu, 2008 - 2011
Head of Development and Finance Controller (BPKP) Representative Office of Bengkulu Province, 2008 - 2011

MUHAMAD RIDWAN

Anggota Komite Audit / Member of the Audit Committee

Periode Jabatan / Term of Office : 26 Mei 2020 – 26 Mei 2022 (Periode Ke-2) / May 26, 2020 – 26 May 26, 2022 (2nd Period)

Kewarganegaraan / Citizenship

Indonesia / Indonesian

Domisili / Domicile

Banten, Indonesia /
Banten, Indonesia

Usia / Age

48 tahun / 48 years old

Pendidikan / Education

SE, MM, STAN, Univ Prof DR Moestopo, 2009
SE, MM, STAN, Univ Prof DR Moestopo, 2009

Pengalaman Kerja / Work Experience

- Auditor Ahli di BPKP
- Staf Ahli Keuangan di PPKGBK – BLU Kementerian Sekretariat Negara RI
- Tim Penguatan Keuangan di Markas Pusat Palang Merah Indonesia
- BPKP's Expert Auditor
- Financial Expert Staff at PPKGBK – BLU of the Ministry of State Secretariat
- Financial Strengthening Team at the Indonesian Red Cross Headquarters

INDEPENDENSI KOMITE AUDIT

INDEPENDENCE OF THE AUDIT COMMITTEE

Aspek Independensi Independence Aspects	Abdul Azis	Edi Karim	Muhamad Ridwan
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa <i>assurance</i> , jasa <i>non-assurance</i> , jasa penilai dan/atau jasa konsultasi lain kepada Perusahaan dalam waktu 6 (enam) bulan terakhir. Not a person in a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing assurance services, non-assurance services, appraisal services and/or other consulting services to the Company within the last 6 (six) months.	✓	✓	✓
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir kecuali Komisaris Independen. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for the Independent Commissioner.	✓	✓	✓
Tidak mempunyai saham langsung maupun tidak langsung pada Perusahaan. Does not own shares directly or indirectly in the Company.	✓	✓	✓
Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perusahaan. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Company's Major Shareholders.	✓	✓	✓
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Has no business relationship either directly or indirectly with the Company's business activities.	✓	✓	✓

PIAGAM KOMITE AUDIT

Menurut Undang-Undang Perseroan Terbatas pasal 97 UUPT, Komisaris bertugas mengawasi kebijaksanaan Direksi dalam menjalankan Perusahaan serta memberikan nasihat kepada Direksi. Dewan Komisaris memegang peranan yang sangat penting dalam pelaksanaan *Good Corporate Governance* (GCG). Sesuai pasal 70 ayat (1) Undang Undang nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara dinyatakan bahwa Komisaris dan Dewan Pengawas BUMN wajib membentuk komite audit yang bekerja secara kolektif dan berfungsi membantu komisaris dan Dewan Pengawas dalam melaksanakan tugasnya.

Piagam Komite Audit dibuat dalam memenuhi pasal 23 Peraturan Menteri BUMN Nomor Per-12/MBU/2012 tanggal 1 Agustus 2011 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, yang mengatur Dewan Komisaris/Dewan Pengawas untuk menetapkan Piagam Komite berdasarkan usulan komite.

TUGAS DAN WEWENANG

Komite Audit berfungsi membantu Dewan Komisaris dalam melaksanakan tugas melakukan pengawasan dan memberikan nasihat kepada Direksi dalam menjalankan kegiatan pengurusan perusahaan.

1. Tugas Komite Audit

- a. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas eksternal auditor dan Internal Auditor.
- b. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Satuan Pengawas Intern maupun auditor eksternal.
- c. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
- d. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan perusahaan.
- e. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas dewan komisaris lainnya.

AUDIT COMMITTEE CHARTER

According to the Law on Limited Liability Company article 97, the Board of Commissioner is in charge of overseeing the policies of the Board of Directors in running the Company and providing advice to the Board of Directors. The Board of Commissioners plays a very important role in the implementation of Good Corporate Governance (GCG). In accordance with article 70 paragraph (1) of Law number 19 of 2003 concerning State-Owned Enterprises, it is stated that the Commissioners and the Supervisory Board of SOEs are required to establish an audit committee that works collectively and functions to assist the Commissioners and the Supervisory Board in executing their duties.

The Audit Committee Charter has been drawn up in compliance with Article 23 of the SOE Ministerial Regulation Number Per-12/MBU/2012 dated August 1, 2011 concerning the Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises, which regulates the Board of Commissioners/Supervisory Board to determine the Audit Committee Charter based on the committee's proposal.

DUTIES AND AUTHORITIES

The Audit Committee functions to assist the Board of Commissioners in performing its the duties of supervising and providing advice to the Board of Directors on the Company's management activities.

1. Duties of the Audit Committee

- a. Assist the Board of Commissioners to ensure the effectiveness of the internal control system and the implementation of the duties of the external and internal auditors.
- b. Assess the implementation of audit activities by the Internal Audit Unit and external auditor along with the results.
- c. Provide recommendations regarding the improvement of the management control system and its implementation.
- d. Ensure that there is a satisfactory evaluation procedure for all information issued by the Company.
- e. Identify the matters that require attention of the Board of Commissioners and other duties of the Board of Commissioners.

- f. Memonitor kecukupan usaha manajemen untuk membangun dan mengoperasikan pengendalian internal yang efektif, khususnya pengendalian internal atas pelaporan keuangan.
- g. Menyediakan sarana untuk menerima, menelaah dan menindaklanjuti pengaduan.
- h. Memelihara komunikasi dan koordinasi yang positif dengan auditor internal dan eksternal, sekretariat Dewan Komisaris dan organ pendukung lainnya pada Dewan Komisaris sehubungan dengan pelaksanaan fungsi pengawasan.

2. Kewenangan Komite Audit

Dengan sepengetahuan Dewan Komisaris, Komite Audit dapat:

- a. Memiliki akses terhadap catatan akuntansi dan penunjang dan informasi tentang karyawan, dana, aset serta sumber daya lainnya milik Perusahaan yang berkaitan dengan pelaksanaan tugasnya.
- b. Mengundang Direksi, pejabat SPI maupun akuntan publik/Audit Eksternal dalam rapat komite audit.
- c. Memonitor efektivitas Internal Audit
- d. Memonitor pelaksanaan tindak lanjut temuan auditor internal oleh Direksi.

PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Perusahaan memfasilitasi pelaksanaan program pengembangan bagi Komite Audit dalam rangka meningkatkan kompetensi anggota Komite Audit. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Komite Audit. Tentang kegiatan peningkatan kompetensi yang diikuti Anggota Komite Audit di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

RAPAT KOMITE AUDIT

Komite Audit dapat mengadakan rapat dengan Auditor Internal maupun Auditor Eksternal sesuai kebutuhan. Di sepanjang tahun 2020, Komite Audit telah melaksanakan 2 (dua) kali rapat yang dilakukan secara internal dan dihadiri oleh seluruh anggota Komite Audit.

- f. Monitor the adequacy of management's efforts to establish and operate effective internal controls, particularly over the financial reporting.
- g. Provide a means for receiving, reviewing and following up on complaints.
- h. Maintain positive communication and coordination with internal and external auditors, secretariat of the Board of Commissioners and other supporting organs of the Board of Commissioners in relation to the implementation of the supervisory function.

2. Authorities of the Audit Committee

With the knowledge of the Board of Commissioners, the Audit Committee can:

- a. Access the accounting and supporting records and information about employees, funds, assets and other resources of the Company related to the implementation of their duties.
- b. Invite the Board of Directors, Internal Control System (SPI) officials and public accountants/ External Auditor in the audit committee meeting.
- c. Monitor the effectiveness of Internal Audit
- d. Monitor the implementation of the follow-up to the findings of the internal auditors by the Board of Directors.

COMPETENCY DEVELOPMENT OF THE AUDIT COMMITTEE

The Company facilitates the implementation of development programs for the Audit Committee in order to improve the competency of members of the Audit Committee. Such programs are expected to have a positive impact on the productivity and effectiveness of the Audit Committee's performance. Regarding participation of the Audit Committee in the competency improvement activities throughout 2020, see the Company Profile chapter in this annual report.

AUDIT COMMITTEE MEETINGS

The Audit Committee may hold meetings with the Internal and External Auditors as needed. During 2020, the Audit Committee held 2 (two) meetings which were conducted internally and attended by all members of the Audit Committee.

Risalah dan Kehadiran Rapat Komite Audit
Minutes and Attendance of Audit Committee Meeting

Tanggal Rapat Date of Meeting	Tempat Place	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Attendees	Alasan Ketidakhadiran Komite Audit (Jika Tidak Hadir) Reason for Absence of the Audit Committee (If Not Attend)
10 Januari 2020 January 10, 2020	Bandara Halim Perdanakusuma Halim Perdanakusuma Airport	Pemaparan Program Kerja SPI 2020 dan capaian Kinerja 2019 Presentation of the 2020 SPI Work Program and 2019 Performance Achievements	9 Peserta 9 Persons	-
17 Maret 2020 March 17, 2020	Ruang Rapat Utama, Garuda Indonesia, Kebon Sirih Primary Meeting Room, Garuda Indonesia, Kebon Sirih	Closing Meeting PWC dengan Satuan Pengawas Intern (SPI) dan Komite Audit Closing Meeting PWC with SPI (Internal Control System) and Audit Committee	10 Peserta 10 Persons	-

Rekapitulasi Kehadiran Komite Audit pada Rapat Internal Komite Audit
Recapitulation of Attendance of the Audit Committee at its Internal Meetings

Komite Audit Audit Committee	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	% Kehadiran % Attendance
Abdul Azis (Ketua / Chairman)	2	2	100%
Edi Karim (Anggota / Member)	2	2	100%
Muhamad Ridwan (Anggota / Member)	2	2	100%
Rata-rata Average			100%

LAPORAN SINGKAT PELAKSANAAN TUGAS DAN KEGIATAN KOMITE AUDIT PADA TAHUN 2020

Pelaksanaan tugas dan Kegiatan Komite Audit tahun 2020 tidak terlalu banyak dilakukan secara tatap muka dikarenakan terjadinya wabah COVID-19 yang melanda di Indonesia, sehingga komunikasi dan koordinasi terkait pelaksanaan tugas dilakukan melalui online, email, dan media WhatsApp Group.

REKOMENDASI KOMITE AUDIT KEPADA DEWAN KOMISARIS

Selama Tahun 2020, Komite Audit tidak memberikan banyak rekomendasi secara formal yang terdokumentasi, tetapi tetap memberikan dukungan data dan informasi kepada Dewan Komisaris terkait analisis data yang dibutuhkan dalam rapat Direksi dan Dewan Komisaris.

BRIEF REPORT ON THE IMPLEMENTATION OF DUTIES AND ACTIVITIES OF THE AUDIT COMMITTEE IN 2020

The duties and activities of the Audit Committee in 2020 were not done face-to-face due to the COVID-19 pandemic spreading in Indonesia, so that the communication and coordination regarding the implementation of tasks were carried out via online, email, and WhatsApp Group media.

RECOMMENDATIONS OF THE AUDIT COMMITTEE TO THE BOARD OF COMMISSIONERS

In 2020, the Audit Committee did not provide many formally documented recommendations, but still provided data and information support to the Board of Commissioners related to the data analysis required in the meetings of the Board of Directors and the Board of Commissioners.

SEKRETARIS PERUSAHAAN

Corporate Secretary

Sekretaris Perusahaan berperan sebagai pihak penghubung yang menjembatani kepentingan antara Perusahaan dengan pihak eksternal. Sebagai salah satu organ penunjang, Sekretaris Perusahaan bertanggung jawab memfasilitasi komunikasi antar organ Perusahaan, hubungan antara Perusahaan dengan pemegang saham, regulator, investor, dan pemangku kepentingan lainnya, sebagaimana ditetapkan dalam Anggaran Dasar Perusahaan. Sekretaris Perusahaan diangkat dan bertanggung jawab langsung kepada Direksi.

The Corporate Secretary acts as a liaison that bridges the interests between the Company and external parties. As one of the supporting organs, the Corporate Secretary is responsible for facilitating communication between the Company's organs, the relationship between the Company and shareholders, regulators, investors, and other stakeholders, as stipulated in the Company's Articles of Association. The Corporate Secretary is appointed and reports directly to the Board of Directors.

Profil Sekretaris Perusahaan Profile of the Corporate Secretary

RESTY KUSANDARINA

Sekretaris Perusahaan / Corporate Secretary

Periode Jabatan / Term of Office : 2019 – sekarang / 2019 – present

Kewarganegaraan / Citizenship

Indonesia / Indonesian

Domisili / Domicile

Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age

36 tahun / 36 years old

Pendidikan / Education

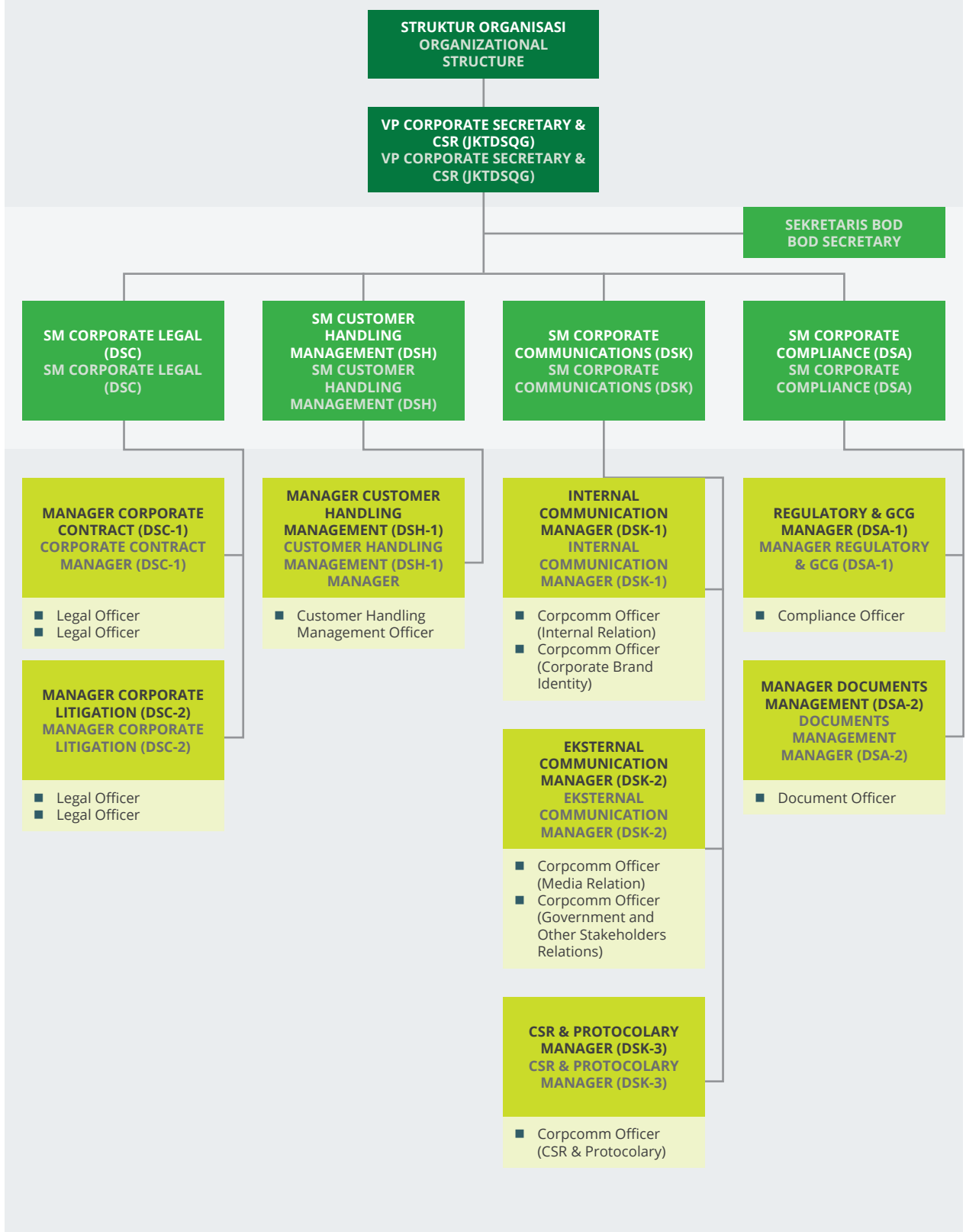
Sarjana (S1) Hukum dari
Universitas Padjadjaran,
Bandung (2002)
Bachelor of Law from
Padjadjaran University,
Bandung (2002)

Pengalaman Kerja / Work Experience

- Sekretaris Dewan Komisaris PT Aero Wisata (2018 – sekarang)
- *Senior Manager Corporate Contract* PT Garuda Indonesia (Persero) Tbk (2018 – 2019)
- *Manager Commercial Contract* PT Garuda Indonesia (Persero) Tbk (2015 – 2018)
- *Legal Advisor* PT Garuda Indonesia (Persero) Tbk (2009 – 2015)
- *Legal Staff* PT Padangbara Sukses Makmur (*Holding of Coal Mining Company*) (2008 – 2009)
- *Associate* Iskandarsyah & Partners Law Firm (2007 – 2008)
- *Associate Indonesian Natural & Resources Management (INAREMA) Law Firm* (2006 – 2007)
- *External Associate Lawyer* RAZAK & LATIEF Law Firm (2006 – 2009)
- Secretary of the Board of Commissioners of PT Aero Wisata (2018 – present)
- *Senior Manager Corporate Contract* of PT Garuda Indonesia (Persero) Tbk (2018 – 2019)
- *Manager Commercial Contract* of PT Garuda Indonesia (Persero) Tbk (2015 – 2018)
- *Legal Advisor* of PT Garuda Indonesia (Persero) Tbk (2009 – 2015)
- *Legal Staff* of PT Padangbara Sukses Makmur (*Holding of Coal Mining Company*) (2008 – 2009)
- *Associate* of Iskandarsyah & Partners Law Firm (2007 – 2008)
- *Associate of Indonesian Natural & Resources Management (INAREMA) Law Firm* (2006 – 2007)
- *External Associate Lawyer* of RAZAK & LATIEF Law Firm (2006 – 2009)



Struktur Sekretaris Perusahaan
Structure of the Corporate Secretary



TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

Secara umum, Sekretaris Perusahaan bertugas untuk memastikan kepatuhan Perusahaan terhadap seluruh peraturan perundang-undangan yang berlaku serta memastikan hubungan komunikasi yang efektif Perusahaan dengan pihak eksternal dan pemangku kepentingan Perusahaan. Tugas dan tanggung jawab Sekretaris Perusahaan adalah sebagai berikut:

1. Memberikan rekomendasi kepada Direksi terkait perkembangan regulasi yang berpengaruh signifikan terhadap keberlangsungan usaha Perusahaan. Guna memenuhi tugas tersebut, Sekretaris Perusahaan wajib mengikuti dan mengawasi perkembangan regulasi yang berlaku;
2. Membantu Direksi dalam pelaksanaan GCG yang meliputi keterbukaan informasi pada situs Perusahaan, penyelenggaraan dan dokumentasi RUPS, penyelenggaraan dan dokumentasi rapat Direksi dan/ atau Dewan Komisaris;
3. Menangani seluruh permasalahan hukum dalam Perusahaan; dan
4. Berperan sebagai penghubung antara Perusahaan dengan pemegang saham, regulator, dan pemangku kepentingan lainnya.

PENGEMBANGAN KOMPETENSI SEKRETARIS PERUSAHAAN

Perusahaan memiliki kebijakan pengembangan kompetensi bagi Sekretaris Perusahaan sebagai upaya dalam menjaga konsistensi kualitas kompetensi sesuai dengan perkembangan kebutuhan Perusahaan dan perkembangan regulasi yang berdampak terhadap Perusahaan. Tentang kegiatan peningkatan kompetensi yang diikuti Sekretaris Perusahaan di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

LAPORAN PELAKSANAAN TUGAS TAHUN 2020

Pada tahun 2020, Sekretaris Perusahaan telah melaksanakan tugas dan tanggung jawabnya antara lain mencakup, sebagai berikut:

DUTIES AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

In general, the Corporate Secretary is tasked to ensure the Company's compliance with all applicable laws and regulations as well as to make sure the communication between the Company and external parties and stakeholders is done effectively. The duties and responsibilities of the Corporate Secretary are as follows:

1. Provide recommendations to the Board of Directors regarding regulatory developments that have a significant impact on the sustainability of the Company's business. In order to fulfill these duties, the Corporate Secretary is required to monitor and observe the development of applicable regulations;
2. Assisting the Board of Directors in the implementation of GCG which includes information disclosure on the Company's website, holding and documenting of the GMS, organizing and documenting the meetings of the Board of Directors and/or Board of Commissioners;
3. Handling all legal issues within the Company; and
4. Act as a liaison between the Company and shareholders, regulators, and other stakeholders.

COMPETENCY DEVELOPMENT OF THE CORPORATE SECRETARY

The Company's policy rules the competency development of the Corporate Secretary as an effort to maintain its consistency of quality in accordance with the development of the Company's needs and the legislation changes that have an impact on the Company. Regarding the participation of the Corporate Secretary in the competency improvement activities during 2020, see the Company Profile chapter in this annual report.

REPORT ON THE TASK IMPLEMENTATION IN 2020

In 2020, the duties and responsibilities carried out by Corporate Secretary include the following:

No.	Pelaksanaan tugas dan tanggung jawab Implementation of duties and responsibilities	Keterangan Explanation
1	Menjamin tersedianya <i>corporate contract</i> yang sesuai dengan ketentuan dan peraturan yang berlaku. Ensuring the availability of corporate contracts in accordance with applicable rules and regulations.	Memberikan proteksi dari sisi hukum kepada Perusahaan melalui perjanjian sesuai kebutuhan Perusahaan. Provide legal protection to the Company through an agreement according to the Company's needs.
2	Menjamin penyelesaian kasus yang dihadapi Perusahaan berjalan optimal. Ensuring that the resolution of cases faced by the Company runs optimally.	Penyelesaian permasalahan hukum dengan cara melakukan pendampingan hukum/mediasi untuk penyelesaian di luar Pengadilan dan beracara di dalam Pengadilan. Settlement of legal problems by providing legal assistance/mediation for settlement outside the Court and proceedings in the Court.
3	Memastikan Perseroan mematuhi peraturan tentang persyaratan keterbukaan informasi sejalan dengan penerapan prinsip-prinsip GCG Ensure that the Company complies with regulations regarding information disclosure requirements in line with the implementation of GCG principles	Melakukan penyempurnaan secara berkala mengenai keterbukaan informasi perusahaan melalui penyusunan <i>Annual Report</i> dan pengelolaan <i>website</i> perusahaan Make periodic improvements regarding the disclosure of information through the preparation of Annual Report and management of the Company's website
4	Sekretaris Perusahaan menyediakan kajian dan pertimbangan terkini dari aspek hukum kepada Direksi Provide the latest studies and considerations from legal aspects to the Board of Directors	Menyusun dan mensosialisasikan produk pendapat kepatuhan Develop and disseminate compliance opinion products
5	Memberikan informasi kepada pemangku kepentingan/masyarakat yang berkaitan dengan kondisi Perseroan Provide information to stakeholders/community related to the condition of the Company	Diantaranya melalui laporan-laporan, <i>update</i> informasi melalui <i>website</i> , siaran pers dan sebagainya These include reports, information updates through websites, press releases and so on
6	Memastikan bahwa tindakan Direksi telah memenuhi ketentuan di dalam Anggaran Dasar dan Peraturan Perundang-undangan Ensure that the actions taken by the Board of Directors have complied with the provisions in the Articles of Association and Legislation	<ul style="list-style-type: none"> ■ Memastikan penerbitan Surat Keputusan Direksi memenuhi mekanisme dan memiliki materi yang tepat. ■ Memastikan bahwa penerbitan Surat Kuasa Direksi kepada yang diberi wewenang telah dilakukan sesuai dengan mekanisme Perusahaan serta memastikan isi kuasa telah sesuai dengan peraturan perundang-undangan berlaku. ■ Ensure that the issuance of the Decree of the Board of Directors complies with the mechanism and has the right material. ■ Ensure that the issuance of the Power of Attorney of the Board of Directors to those who are authorized has been done in accordance with the Company's mechanism while its contents are in accordance with the applicable laws and regulations.
7	Menjadi penghubung perusahaan dengan masyarakat Become a liaison between the Company and the community	Membangun relasi dengan para pemangku kepentingan dan regulator. Sekretaris Perusahaan berperan menjadi penghubung antara perusahaan dengan regulator Build relationships with stakeholders and regulators. The Corporate Secretary acts as a liaison between the Company and the regulator
8	Menghadiri rapat Direksi dan membuat risalah rapat Attending the Board of Directors meetings and making minutes of meetings	Hadir dalam setiap rapat Direksi dan memelihara risalah rapat Direksi dan Keputusan yang lahir dari Rapat Direksi Attend every meeting of the Board of Directors and maintain the minutes of the meeting as well as the decisions taken in the meeting
9	Menyiapkan Daftar Khusus yang berkaitan dengan Direksi dan Dewan Komisaris Prepare a Special List relating to the Board of Directors and the Board of Commissioners	Sekretaris Perusahaan menyiapkan dan memelihara Daftar Khusus yang berkaitan dengan Direksi dan Dewan Komisaris The Corporate Secretary prepares and maintains a Special Register relating to the Board of Directors and the Board of Commissioners

No.	Pelaksanaan tugas dan tanggung jawab Implementation of duties and responsibilities	Keterangan Explanation
10	Mengelola Laporan Gratifikasi dan Laporan Harta Kekayaan Pegawai Manage the Gratification Reports and Employee Wealth Reports	Sekretaris Perusahaan memberikan sosialisasi, mengelola laporan Gratifikasi dan LHKPN The Corporate Secretary provides socialization, manages gratification reports and wealth report of officials (LHKPN)
11	Bertanggung jawab dalam penyelenggaraan RUPS Perseroan Responsible for holding the Company's GMS	Sekretaris Perusahaan menyiapkan dan melakukan koordinasi pelaksanaan RUPS Tahunan The Corporate Secretary prepares and coordinates the implementation of the Annual GMS
12	Penugasan khusus lainnya Other special assignments	<ul style="list-style-type: none"> ■ Atas persetujuan Direksi, Sekretaris Perusahaan mewakili Perseroan dalam rangka menyelesaikan perselisihan hukum dengan pihak lain di dalam maupun di luar pengadilan. ■ Sekretaris Perusahaan bertanggung jawab pula untuk melakukan <i>review</i> seluruh perjanjian Perseroan yang diterima oleh Sekretaris Perusahaan dan melakukan legalisasi atas perjanjian-perjanjian Perseroan. ■ With approval of the Board of Directors, the Corporate Secretary represents the Company in the context of resolving legal disputes with other parties inside and outside the court. ■ The Corporate Secretary is also responsible for reviewing and legalizing all the Company's agreements.
13	Pembinaan dan Pengembangan Sumber Daya Manusia Human Resources Guidance and Development	Sekretaris Perusahaan melakukan serangkaian sosialisasi/ <i>sharing</i> kepada Unit Kerja terkait The Corporate Secretary conducts a series of socialization/ <i>sharing</i> to related Work Units
14	Koordinasi pengurusan izin-izin usaha Perseroan Coordinate the management of the Company's business permits	Sekretaris Perusahaan membuat, mengurus dan memperpanjang izin usaha Perseroan antara lain SIUAU, Domisili Usaha, Angka Pengenal Impor, dan sebagainya The Corporate Secretary makes, administers and extends the Company's business license, including SIUAU, Business Domicile, Import Identification Number, and so on
15	Mengkoordinir pelaksanaan <i>assessment</i> dan <i>review/evaluasi</i> penerapan GCG. <i>Assessment</i> penerapan GCG dilakukan setiap 2 tahun sekali dan <i>review/evaluasi</i> penerapan GCG juga dilakukan setiap 2 tahun sekali Coordinate the implementation of assessment and review/evaluation of GCG implementation. The GCG implementation assessment is conducted every 2 years and a review/evaluation of GCG implementation is also done every 2 years	Melakukan koordinasi dan pelaksanaan atas terlaksananya <i>assesment/self assessment</i> GCG Coordinate and implement the assessment/self-assessment of GCG
16	Memastikan pelaksanaan program komunikasi dapat berjalan dengan baik Ensure the implementation of the communication program run well	Memastikan program komunikasi kepada pihak internal maupun eksternal Perusahaan terlaksana dengan baik Ensuring the communication programs to internal and external parties of the Company are carried out properly
17	Memastikan pengembangan saluran komunikasi berbasis IT Ensure the development of IT-based communication channels	Memastikan komunikasi Perusahaan tersalurkan secara efektif melalui media digital seperti <i>Instagram, email, Kaizala, dan HelloCiti</i> Ensure that Company communications are channeled effectively through digital media such as Instagram, email, Kaizala, and HelloCiti
18	Memastikan pengembangan program dan media komunikasi yang efektif Ensure the development of effective communication programs and media	Melakukan koordinasi dan memastikan program serta media komunikasi Perusahaan sejalan dengan kondisi terkini Coordinate and ensure that the Company's programs and communication media are in line with current conditions

No.	Pelaksanaan tugas dan tanggung jawab Implementation of duties and responsibilities	Keterangan Explanation
19	Memastikan terlaksananya fungsi <i>corporate event/</i> keprotokolan dapat berjalan dengan baik Ensure the corporate event/protocol function run well	Melakukan koordinasi dan memastikan kegiatan yang melibatkan Dewan Komisaris dan Direksi berjalan dengan baik. Coordinate and ensure that activities involving the Board of Commissioners and the Board of Directors run well.
20	Memastikan kasus-kasus komplain penumpang dapat ditindaklanjuti Ensure the cases of passenger complaints can be followed up	Menyelesaikan kasus-kasus komplain penumpang sesuai dengan SLA dan memberikan rekomendasi kepada unit terkait perihal perbaikan layanan Resolve the cases of passenger complaints in accordance with the SLA and provide recommendations to the related units regarding service improvement
21	Memastikan kebijakan internal divisinya telah terpenuhi Ensure the internal policies of its division have been met	Melakukan pembahasan dan penyusunan kebijakan internal terkait pelaksanaan kerja seluruh unit yang menjadi tanggung jawabnya Discuss and formulate internal policies related to the work implementation of all units under its responsibility
22	Mengembangkan kompetensi Sekretaris Perusahaan Develop the competency of the Corporate Secretary	Dengan mengikuti pelatihan-pelatihan dan seminar By attending trainings and seminars



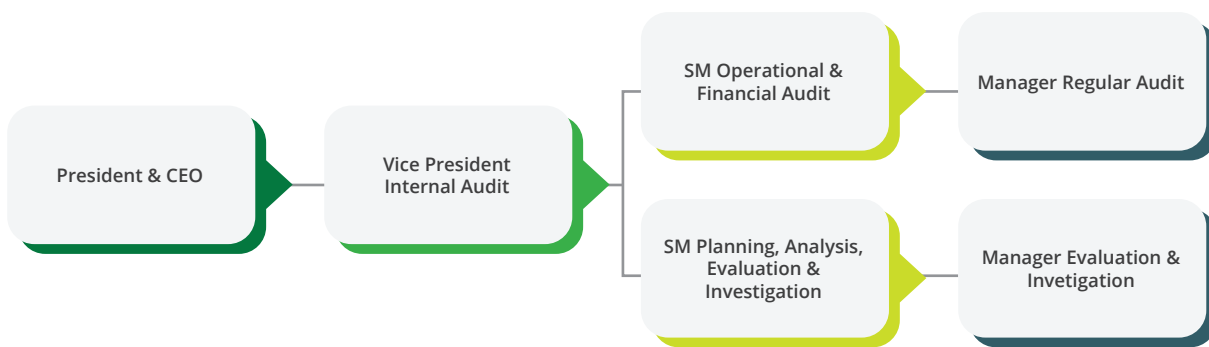
AUDIT INTERNAL

Internal Audit

Audit Internal merupakan suatu kegiatan dan perangkat kebijakan keyakinan dan konsultasi yang bersifat independen dan objektif, dengan tujuan untuk meningkatkan nilai dan memperbaiki operasional Perusahaan, melalui pendekatan yang sistematis dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian, dan proses Tata Kelola Perusahaan yang Baik.

Internal Audit is an activity and policy instrument of assurance and consulting which is independent and objective, with the aim of increasing the value of the Company and improving its operations, through a systematic approach by evaluating and enhancing the effectiveness of risk management, control, and Good Corporate Governance processes.

Struktur Organisasi Audit Internal
Organizational Structure of the Internal Audit



Keanggotaan Audit Internal dipimpin oleh seorang Kepala Audit Internal yang diangkat dan bertanggung jawab langsung kepada Direktur Utama. Kepala Audit Internal dalam melaksanakan tugasnya memiliki wewenang aksesibilitas terhadap semua aktivitas Perusahaan, sehingga dapat memberikan penilaian objektif, profesional, dan dapat dipertanggungjawabkan serta bermanfaat untuk semua pihak terkait. Hingga 31 Desember 2020, keanggotaan Audit Internal terdiri dari 7 (tujuh) personel, termasuk di dalamnya 1 (satu) orang *Vice President*, 2 (dua) Pejabat *Senior Manager*, 2 (dua) Pejabat *Manager*, dan 2 (dua) Auditor.

The Internal Audit is led by a Head who is appointed and reports directly to the President Director. The Head of Internal Audit in performing his/her duties shall exercise his/her authority to access all the Company's activities, so that he/she can provide an objective, professional, and accountable assessment and is beneficial for all related parties. As of December 31, 2020, the Internal Audit consisted of 7 (seven) personnel, including 1 (one) Vice President, 2 (two) Senior Managers, 2 (two) Managers, and 2 (two) Auditors.

WIWIK WIDYASTATIN

Kepala Audit Internal / Vice President Internal Audit

Periode Jabatan / Term of Office : 2019 (November) - sekarang / 2019 (November) - present

Kewarganegaraan / Citizenship

Indonesia / Indonesian

Domisili / Domicile

Jakarta, Indonesia /
Jakarta, Indonesia

Usia / Age

52 tahun / 52 years old

Pendidikan / Education

- Sarjana (S1) Teknik Komputer, Institut Teknologi Sepuluh November, Surabaya (1994)
- Sarjana (S2) Manajemen Sistem Informasi, *University of Waikato*, Selandia Baru (2000)
- Bachelor of Computer Engineering, Sepuluh November Institute of Technology, Surabaya (1994)
- Master of Information Systems Management, University of Waikato, New Zealand (2000)

Pengalaman Kerja / Work Experience

- *Vice President Internal Audit* PT Citilink Indonesia (2019 - sekarang)
- Direktur Keuangan PT Aero System Indonesia (2018 - 2019)
- Komite Audit PT Aero System Indonesia (2018-2018)
- *Senior Manager* Informasi Teknologi & ERM Audit (2015 - 2018)
- *Treasurer of ISACA ID* (2017 - 2019)
- Vice President of Internal Audit of PT Citilink Indonesia (2019 - present)
- Director of Finance of PT Aero System Indonesia (2018 - 2019)
- Audit Committee of PT Aero System Indonesia (2018-2018)
- Senior Manager of Information Technology & ERM Audit (2015 - 2018)
- Treasurer of ISACA ID (2017 - 2019)

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN KEPALA AUDIT INTERNAL

Kepala Audit Internal diangkat dan diberhentikan serta bertanggung jawab langsung kepada Direktur Utama atas persetujuan Dewan Komisaris. Penunjukan Kepala Audit Internal memperhitungkan kapabilitas dan kecakapannya dalam menjalankan tugas dan tanggung jawab Audit Internal.

PEDOMAN DAN TATA TERTIB KERJA AUDIT INTERNAL

Pelaksanaan tugas Audit Internal telah dilengkapi dengan pedoman yang mengatur struktur dan kedudukan Audit Internal, tugas dan wewenang, serta kode etik Auditor yang mengacu pada kode etik yang ditetapkan oleh asosiasi Audit Internal yang ada di Indonesia atau kode etik Audit Internal yang berlaku secara internasional. Audit Internal juga berpedoman pada *The Institute of Internal Auditors* yang memuat Definisi Audit Internal dan *International Standards for the Professional Practice of Internal Auditing (Standards)*.

THE PARTY WHO APPOINTS AND DISMISSES THE HEAD OF INTERNAL AUDIT

The Head of Internal Audit is appointed, dismissed by and directly responsible to the President Director with the approval of the Board of Commissioners. The appointment of the Head of Internal Audit takes into account his/her capabilities and skills in performing the duties and responsibilities of the Internal Audit.

GUIDELINES AND CODE OF CONDUCT OF THE INTERNAL AUDIT

The implementation of Internal Audit duties has been equipped with guidelines that regulate the structure and position of Internal Audit, duties and authorities, as well as the Auditor's code of conduct which refers to the code of conduct established by the Internal Audit association in Indonesia or the Internal Audit code of conduct that applies internationally. The Internal Audit is also guided by The Institute of Internal Auditors which contains the Definition of Internal Audit and International Standards for the Professional Practice of Internal Auditing (Standards).

TUGAS DAN TANGGUNG JAWAB AUDIT INTERNAL

1. Menyusun dan melaksanakan rencana Audit Internal tahunan;
2. Menguji dan mengevaluasi pelaksanaan pengendalian internal dan sistem manajemen risiko dengan kebijakan Perusahaan;
3. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi dan kegiatan lainnya;
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkat manajemen;
5. Membuat laporan hasil audit dan menyampaikan laporan tersebut kepada Direksi dan Komisaris;
6. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan;
7. Bekerja sama dengan Komite Audit;
8. Menyusun program untuk mengevaluasi mutu kegiatan audit internal yang dilakukannya termasuk integritas dan objektivitas para auditor; dan
9. Melakukan pemeriksaan khusus apabila diperlukan atas usulan Audit Internal atau ditugaskan oleh Direksi.

SERTIFIKASI PROFESI AUDIT INTERNAL

Dalam mengukuhkan efektivitas serta akuntabilitas pelaksanaan Audit Internal, Unit Audit Internal telah dilengkapi dengan sertifikasi *Qualified Internal Auditor* (QIA). Sepanjang tahun 2020, Audit Internal tidak melakukan pelatihan QIA lanjutan dikarenakan terdapat kendala berupa wabah COVID-19. Pada saat ini pelatihan yang telah diterima karyawan unit SPI adalah sebagai berikut:

Level Sertifikasi Certification Level	Jumlah Number
Pendidikan QIA Tingkat Dasar / Basic QIA Education	3 orang / 3 persons
Memiliki Sertifikat QIA / Having the QIA Certificate	1 orang / 1 person
Memiliki Sertifikat QIA dan CISA / Having the QIA and CISA Certificates	1 orang / 1 person
Jumlah / Total	5 orang / 5 persons

DUTIES AND RESPONSIBILITIES OF THE INTERNAL AUDIT

1. Prepare and implement an annual plan of Internal Audit;
2. Test and evaluate the implementation of internal control and risk management system with the Company's policies;
3. Inspect and assess the efficiency and effectiveness of the finance, accounting, operations, human resources, marketing, information technology and other activities;
4. Provide improvement suggestions and objective information on the activities to be audited at all levels of the management;
5. Make a report on audit results and submit it to the Board of Directors and Board of Commissioners;
6. Monitor, analyze and report the implementation of follow-up improvements that have been suggested;
7. Cooperate with the Audit Committee;
8. Draw up a program to evaluate the quality of internal audit activities, including the integrity and objectivity of the auditors; and
9. Conduct inspections if necessary on the recommendation of the Internal Audit or assigned by the Board of Directors.

PROFESSIONAL CERTIFICATION OF THE INTERNAL AUDIT

In strengthening the effectiveness and accountability of the implementation of Internal Audit, the Internal Audit Unit has been equipped with the *Qualified Internal Auditor* (QIA) certification. In 2020, Internal Audit did not conduct further QIA training due to the obstacle of the COVID-19 pandemic. Up to now, the training that has been attended by the employees of Internal Audit Unit (SPI) is as follows:

KODE ETIK AUDIT INTERNAL

Kode etik Audit Internal sebagaimana diatur dalam pedoman *The Institute of Internal Auditors* meliputi prinsip-prinsip sebagai berikut:

1. Integritas

Integritas Auditor Internal membentuk keyakinan yang menjadi dasar kepercayaan terhadap pertimbangan Auditor Internal.

2. Objektivitas

Auditor Internal menunjukkan objektivitas profesional pada level tertinggi dalam memperoleh, mengevaluasi, dan menyampaikan informasi tentang aktivitas atau proses yang diuji. Auditor Internal melakukan penilaian yang seimbang atas segala hal yang relevan dan tidak terpengaruh secara tidak semestinya oleh kepentingan pribadi atau pihak lain dalam memberikan pertimbangan.

3. Kerahasiaan

Auditor Internal menghormati nilai dan kepemilikan informasi yang diterimanya dan tidak mengungkap informasi tersebut tanpa kewenangan yang sah, kecuali diharuskan oleh hukum atau profesi.

4. Kompetensi

Auditor Internal menerapkan pengetahuan, kecakapan, dan pengalaman yang diperlukan dalam memberikan jasa audit internal.

LAPORAN SINGKAT PELAKSANAAN KEGIATAN AUDIT INTERNAL 2020

Pelaksanaan kegiatan Audit Internal terdiri dari Audit Reguler yang dilakukan secara berkala dan Audit Khusus yang menyesuaikan dengan kebutuhan audit Perusahaan. Kegiatan Audit Internal terbagi menjadi kegiatan Audit Reguler, Audit Khusus, dan *Desk Audit*.

Audit Reguler

1. Pemeriksaan Pengelolaan Sistem Informasi Teknologi Navitaire
2. Pemeriksaan Pengelolaan *Ancillary*
3. Evaluasi Peraturan Kepegawaian
4. Evaluasi perjanjian Kerjasama

CODE OF CONDUCT OF THE INTERNAL AUDIT

The code of conduct of the Internal Audit is regulated in the guidelines of The Institute of Internal Auditors, which includes the following principles:

1. Integrity

Integrity of the Internal Auditor forms a belief that forms the basis for trust in the considerations taken by the Internal Auditor.

2. Objectivity

Internal Auditors demonstrate the highest level of professional objectivity in obtaining, evaluating, and conveying information about the activities or processes being examined. Internal Auditors carry out a balanced assessment of all relevant matters and are not improperly influenced by personal interests or other parties in providing judgments.

3. Confidentiality

Internal auditors respect the value and ownership of the information they receive and do not disclose such information without legal authority, unless required by law or the profession.

4. Competency

Internal auditors apply the necessary knowledge, skills, and experience in providing internal audit services.

BRIEF REPORT ON IMPLEMENTATION OF THE INTERNAL AUDIT ACTIVITIES IN 2020

The implementation of Internal Audit activities consists of Regular Audits which are conducted periodically and Special Audits that are adjusted to the needs of the Company. The Internal Audit activities are divided into Regular Audit, Special Audit, and Desk Audit.

Regular Audit

1. Examination of Navitaire Technology Information System Management
2. Examination of Ancillary Management
3. Evaluation of Employment Regulations
4. Evaluation of Cooperation Agreements

Desk Audit

1. Evaluasi Pengelolaan Biaya Manajemen, *Entertainment* dan *Corporate Card*
2. Pemeriksaan Pelaksanaan Program *Fuel Tankering*
3. *Review Case Charter YSM*
4. Pemeriksaan *Charter China*
5. Mekanisme Perubahan *Schedule Crew*

Pemeriksaan Khusus

1. Penyalahgunaan *User ID Aims*
2. Dugaan Gratifikasi *Station Manager* Banyuwangi
3. Dugaan Penyalahgunaan *Voucher Refund* Penumpang
4. Pemeriksaan *Excess Baggage Ticket (EBT) Station* Batam (BTH)

Review dan Formalisasi SOP

1. *Standard Operational Procedure* Komite Disiplin
2. *Standard Operational Procedure* Audit Reguler
3. *Standard Operational Procedure* Audit Investigasi

TEMUAN DAN TINDAK LANJUT HASIL AUDIT 2020

Dalam menjalankan tugas dan fungsinya, pelaksanaan kegiatan Audit Internal telah menghasilkan beberapa temuan yang dirumuskan upaya tindak lanjutnya. Setelah dirumuskan dan dilakukan *monitoring* atas rekomendasi Program Kerja Pemeriksaan Tahunan (PKPT) 2020, maka terdapat 35 item rekomendasi, *desk audit* 2020 sebanyak 36 item rekomendasi, dan penyelesaian atas *case* audit investigatif sebanyak 4 kasus.

Desk Audit

1. Evaluation of Management, Entertainment and Corporate Card Fee Management
2. Inspection of the Implementation of Fuel Tankering Program
3. Review of Case Charter YSM
4. China Charter Check
5. Change Mechanism of Crew Schedule

Special Audit

1. Abuse of User ID Aims
2. Alleged Gratification of Banyuwangi Station Manager
3. Alleged Misuse of Passenger Refund Voucher
4. Examination of Excess Baggage Ticket (EBT) Batam Station (BTH)

Review and Formalization of SOP

1. Standard Operational Procedure of Disciplinary Committee
2. Standard Operational Procedure of Regular Audit
3. Standard Operational Procedure of Investigation Audit

AUDIT FINDINGS AND FOLLOW-UP ON AUDIT RESULTS IN 2020

In performing its duties and functions, the Internal Audit's activities result in several findings, followed by the formulation of follow-up recommendations. The 2020 Annual Examination Work Program (PKPT) produced 35 recommendation items, the audit desk 36 recommendation items, and the investigative audit completed 4 cases.

AUDIT EKSTERNAL

External Auditor

Auditor Eksternal merupakan organ eksternal Perusahaan yang berfungsi memberikan opini kesesuaian penyajian laporan keuangan Perusahaan terhadap Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia. Dalam menjamin independensi pelaporan keuangan Perusahaan, Citilink menunjuk Auditor Eksternal, yaitu profesi Kantor Akuntan Publik (KAP). Penunjukan Kantor Akuntan Publik (KAP) sebagai Auditor Eksternal disetujui oleh pemegang saham melalui RUPS Tahunan. Proses penunjukan Kantor Akuntan Publik dilakukan sesuai dengan mekanisme pengadaan barang dan jasa yang berlaku dalam Perusahaan.

Sebagaimana diatur dalam Peraturan Menteri Keuangan No. 17/PMK.01/2008 tanggal 5 Februari 2008, Akuntan Publik yang ditunjuk Perusahaan telah memenuhi kriteria independensi dan tidak memiliki benturan kepentingan dengan Perusahaan. KAP yang ditunjuk memberikan jasa audit umum atas Laporan Keuangan paling lama untuk 6 (enam) tahun buku berturut-turut dengan Akuntan Publik (AP) tidak lebih dari 3 (tiga) tahun buku berturut-turut.

Audit yang dilaksanakan Akuntan Publik dilakukan dengan merujuk pada standar audit yang ditetapkan oleh Ikatan Akuntan Indonesia (IAI) serta memperhatikan semua ketentuan OJK tentang bentuk dan susunan Laporan Keuangan. Tanggung jawab Auditor adalah memberikan pernyataan pendapat apakah Laporan Keuangan telah disajikan secara wajar, dalam semua hal yang material, posisi keuangan, hasil usaha serta arus kas.

Dalam menjamin koordinasi audit Laporan Keuangan, pelaksanaan audit Laporan Keuangan oleh Kantor Akuntan Publik (KAP) turut diawasi oleh Komite Audit dan Unit Audit Internal guna meminimalisir kendala-kendala yang terjadi selama proses audit.

MEKANISME PENUNJUKAN AKUNTAN PUBLIK DAN PELAKSANAAN AUDIT EKSTERNAL

Penunjukan Kantor Akuntan Publik diusulkan oleh Komite Audit kepada Dewan Komisaris. Pengusulan Kantor Akuntan Publik diajukan kepada Rapat Umum Pemegang Saham untuk disetujui dan disahkan oleh Pemegang Saham.

The External Auditor is an external organ of the Company whose function is to provide an opinion on the conformity of the presentation of the Company's financial statements to the Financial Accounting Standards applicable in Indonesia. In ensuring the independence of the Company's financial reporting, Citilink appoints an External Auditor of Public Accounting Firm (KAP). Its appointment needs approval by the shareholders through the Annual GMS. The process of appointing a Public Accounting Firm is carried out in accordance with the mechanism for the procurement of goods and services in force within the Company.

As stipulated in the Regulation of the Minister of Finance No. 17/PMK.01/2008 dated February 5, 2008, the Public Accountant appointed by the Company has met the independence criteria and has no conflict of interest with the Company. The KAP appointed will provide general audit services on Financial Statements for a maximum of 6 (six) consecutive financial years with a Public Accountant (AP) for no more than 3 (three) consecutive financial years.

The Public Accountants implement audit activities by referring to the audit standards set by the Indonesian Institute of Accountants (IAI) and taking into account all the Financial Services Authority (FSA) regulations regarding the form and composition of Financial Statements. The auditor's responsibility is to express an opinion on whether the financial statements are presented fairly, in all material respects, financial position, results of operations and cash flows.

The Financial Statement audit by the Public Accounting Firm (KAP) is supervised by the Audit Committee and the Internal Audit Unit in order to minimize obstacles that may occur during the audit process as well as to maintain the coordination.

MECHANISM OF APPOINTMENT OF THE PUBLIC ACCOUNTANT AND IMPLEMENTATION OF THE EXTERNAL AUDIT

The appointment of a Public Accounting Firm is proposed by the Audit Committee to the Board of Commissioners. The proposal is then submitted to the General Meeting of Shareholders for approval by the Shareholders.

AKUNTAN PUBLIK 2020

Perusahaan menunjuk KAP Tanudiredja, Wibisana, Rintis & Rekan dengan Akuntan Publik Yusup sebagai Auditor Eksternal yang melakukan pemeriksaan independen atas Laporan Keuangan untuk periode yang berakhir pada 31 Desember 2020. Proses audit telah mengacu kepada Standar Profesional Akuntan serta perjanjian kerja dan ruang lingkup audit sesuai dengan target waktu yang telah ditetapkan. Pelaksanaan pemeriksaan juga telah memenuhi kriteria objektivitas mengenai kewajaran dan kesesuaian dengan Standar Akuntansi Keuangan Indonesia.

PUBLIC ACCOUNTANT FOR 2020

The Company appointed KAP Tanudiredja, Wibisana, Rintis & Rekan with Public Accountant Yusup as External Auditor who conducted an independent examination of the Financial Statements for the period ended December 31, 2020. The audit process has referred to the Professional Standards of Accountants as well as the work agreement and audit scope in accordance with predetermined target time. The audit implementation has also met the objectivity criteria regarding fairness and conformity with Indonesian Financial Accounting Standards.

Akuntan Publik Tahun 2020 Public Accountant for 2020

Kantor Akuntan Publik / Public Accountant Firm	: Tanudiredja, Wibisana, Rintis & Rekan / Tanudiredja, Wibisana, Rintis & Rekan
Akuntan / Accountant	: Yusup
Tahun Audit / Audit Year	: Tahun Buku 2020 / Financial Year of 2020
Periode Penugasan / Assignment Period	: 2 Oktober 2020 - Berita Acara Serah Terima Laporan Final Pekerjaan / October 2, 2020 - Minutes of Handover Final Work Report
Jasa / Services	: Audit Laporan Keuangan / Audit of Financial Statements
Jasa Lainnya / Other Services	: Tidak ada / None
Biaya / Fee	: Rp1.689.500.000

Laporan Keuangan untuk periode yang berakhir pada 31 Desember 2020 telah diaudit oleh KAP Tanudiredja, Wibisana, Rintis & Rekan dengan opini tidak menyatakan pendapat (*Disclaimer of opinion*).

.The Financial Statements for the period ended December 31, 2020 have been audited by KAP Tanudiredja, Wibisana, Rintis & Partners with a disclaimer of opinion.

Kantor Akuntan Publik dan Akuntan Publik yang Ditunjuk 5 (Lima) Tahun Terakhir Appointed Public Accounting Firms and Public Accountants for the Last 5 (Five) Years

Tahun Year	Kantor Akuntan Publik Public Accountant Firm	Nama Akuntan Publik (Partner) Name of Public Accountant (Partner)	Biaya (dalam Rupiah) Fee (in Rupiah)
2020	Tanudiredja, Wibisana, Rintis & Rekan	Yusup	1.689.500.000
2019	Tanudiredja, Wibisana, Rintis & Rekan	Daniel Kohar	2.480.000.000
2018	Tanubrata Sutanto Fahmi Bambang & Rekan	Kasner Sirumapea	346.000.000
2017	Satrio Bing Eny & Rekan	Foreman Ronni Boy Pangaribuan	374.180.000
2016	Satrio Bing Eny & Rekan (<i>formerly</i> Osman Bing Satrio & Eny)	Muhammad Irfan	353.000.000

MANAJEMEN RISIKO

Risk Management

Bisnis penerbangan memiliki karakteristik yang spesifik dan unik, yaitu membutuhkan investasi yang besar (*high investment*) namun memiliki sensitivitas yang tinggi terhadap perubahan faktor eksternal yang sulit dikendalikan (*high impact of uncontrollable factors*). PT Citilink Indonesia sebagai operator penerbangan nasional berbiaya murah (*Low-Cost Carrier*) telah memiliki pemahaman yang baik dalam pengelolaan bisnis penerbangan. Dengan pemahaman tersebut, Perusahaan senantiasa menyusun strategi bisnis dengan prinsip kehati-hatian (*prudent*) yang disesuaikan dengan situasi dan kondisi yang dihadapi.

Dalam menetapkan keputusan-keputusan strategis, Perusahaan senantiasa berupaya menjaga pertumbuhan bisnis yang terukur dan memastikan keberlangsungan bisnisnya. Untuk memastikan pencapaian tersebut, Perusahaan memandang perlu mengimplementasikan manajemen risiko Perusahaan. Dengan menerapkan manajemen risiko, diharapkan Perusahaan mampu mengidentifikasi risiko dan tantangan yang dapat memengaruhi tingkat keberhasilan tujuan dan sasaran yang telah ditetapkan. Di samping itu, melalui manajemen risiko, Perusahaan turut membangun kesadaran Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Implementasi manajemen risiko Perusahaan secara konsisten memberi manfaat:

1. **Meningkatkan efektifitas organisasi**
Dengan manajemen risiko tercipta koordinasi yang lebih baik antara beberapa fungsi pengelolaan risiko serta meningkatkan ruang lingkup pengelolaan risiko. Pengelolaan risiko secara terintegrasi akan meningkatkan peluang pencapaian tujuan perusahaan, sehingga akan meningkatkan nilai (*value*) Perusahaan.
2. **Meningkatkan ketahanan organisasi**
Penerapan manajemen risiko menjadi suatu langkah antisipasi dan mitigasi risiko yang mungkin dihadapi Perusahaan.
3. **Meningkatkan kualitas tata kelola Perusahaan yang baik**
4. **Membangun sinergi antara strategi Perusahaan dan tingkat risiko yang diterima (*Risk Appetite*) untuk mencapai tujuan dan sasaran**
5. **Melakukan alokasi biaya dan optimalisasi manfaat dengan seimbang**

The airline business has specific and unique characteristics, which requires a high investment but also has a high sensitivity to the high impact of uncontrollable factors. PT Citilink Indonesia as a national low-cost carrier already has a good understanding of managing the aviation business. With this understanding, the Company always formulates a business strategy with the prudent principle that is adapted to the situation and conditions at hand.

In making strategic decisions, the Company always strives to maintain measurable business growth and ensure business continuity. To achieve this goal, the Company deems it necessary to implement the risk management. By implementing the risk management, the Company is expected to be able to identify risks and challenges that can affect the level of success in achieving the goals and objectives that have been set. In addition, through the risk management, the Company also helps build awareness of Good Corporate Governance.

The Company's risk management implementation consistently provides benefits:

1. **Improve the organizational effectiveness**
The risk management creates better coordination between its functions and increasing the scope. The risk management done integrately will increase the chances of achieving the Company's goals and increase the value of the Company in the end.
2. **Increase the organizational resilience**
The implementation of risk management is a step to anticipate and mitigate risks that may be faced by the Company.
3. **Improve the quality of good corporate governance**
4. **Build a synergy between the Company's strategy and the risk appetite to achieve the goals and objectives**
5. **Allocate the costs and optimize the benefits in a balanced way**

6. Memberi kepastian

Dengan manajemen risiko, Perusahaan dapat mengukur kemungkinan waktu terjadinya risiko (*risk velocity*) sehingga dapat mengantisipasi dan mengurangi dampak (konsekuensi) ketidakpastian dari suatu keadaan yang merugikan dan sudah diperkirakan sebelumnya.

7. Meningkatkan kepercayaan para *stakeholder*

Perusahaan saat ini telah mengimplementasikan manajemen risiko Perusahaan sebagai kerangka kerja yang komprehensif dan integratif dari seluruh divisi untuk mengelola kesempatan dan tantangan serta memitigasi risiko yang mungkin terjadi sehingga dapat memaksimalkan nilai Perusahaan. Pengelolaan manajemen risiko Perusahaan didasarkan kepada Rencana Kerja dan Anggaran Perusahaan (RKAP) sebagai pedoman Perusahaan dalam menjalankan usahanya.

Sebagai bagian Garuda Indonesia Group, Perusahaan secara periodik dan berkesinambungan melakukan *monitoring*, evaluasi dan pelaporan pengelolaan risiko bersama dengan unit yang membidangi *Enterprise Risk Management* PT Garuda Indonesia (Persero) Tbk sehingga setiap pelaksanaan mitigasi risiko Perusahaan dapat diukur efektivitasnya dan kemungkinan adanya mitigasi-mitigasi risiko baru sehingga tujuan Perusahaan yang tertuang dalam RKAP dapat diperoleh.

DASAR PENERAPAN MANAJEMEN RISIKO

Penerapan manajemen risiko Perusahaan mengacu pada Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 dan perubahannya Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

STRUKTUR MANAJEMEN RISIKO PERUSAHAAN

Fungsi *Enterprise Risk Management* (ERM) berada di bawah Direktorat Keuangan dan di bawah tanggung jawab Divisi *Financial Planning & Risk Management*. Tugas utama fungsi *Enterprise Risk Management* (ERM) adalah memastikan efektivitas penerapan manajemen risiko Perusahaan pada seluruh divisi sebagai pelaksana program dan rencana kerja Perusahaan melalui:

6. Provide certainty

With the risk management, the Company can measure the possible risk velocity so that it can anticipate and reduce the consequence of uncertainty from an adverse and predictable situation.

7. Increase the trust of stakeholders

The Company currently has implemented corporate risk management as a comprehensive and integrative framework for all divisions to manage opportunities and challenges as well as mitigate the risks that may occur so as to maximize the value of the Company. The Company's risk management is based on the Company's Work and Budget Plan (RKAP) as a guideline for the Company in running its business.

As part of the Garuda Indonesia Group, the Company periodically and continuously monitors, evaluates and reports the risk management together with the unit in charge of Enterprise Risk Management PT Garuda Indonesia (Persero) Tbk so that each implementation of the Company's risk mitigation can be measured for its effectiveness and the possibility of risk mitigation, so that the Company's objectives stated in the RKAP can be reached.

LEGAL BASIS OF THE RISK MANAGEMENT APPLICATION

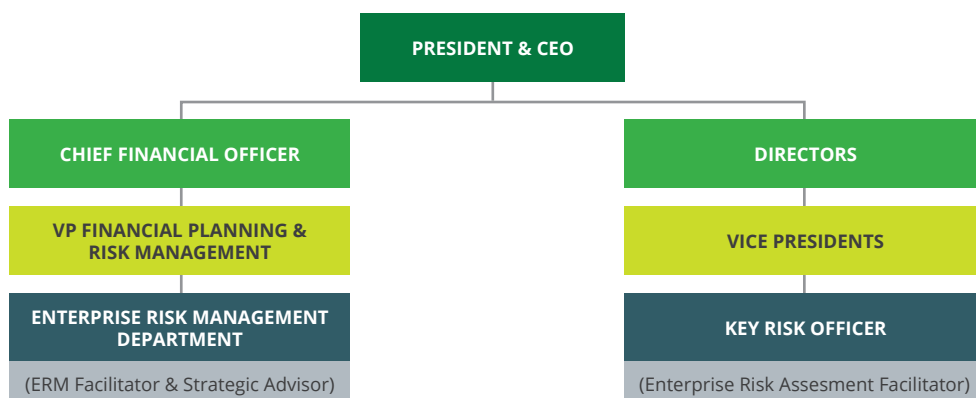
The implementation of the Company's risk management refers to the Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 dated August 1, 2011 and its amendment Number: PER-09/MBU/2012 dated July 6, 2012 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

RISK MANAGEMENT STRUCTURE OF THE COMPANY

The Enterprise Risk Management (ERM) function is under the Finance Directorate and under the responsibility of the Financial Planning & Risk Management Division. The main task of the Enterprise Risk Management (ERM) function is to ensure the effectiveness of the implementation of the Company's risk management in all divisions, as the party in charge to implement the Company's programs and work plans through:

- Penyusunan kebijakan pengelolaan risiko (*ERM Manual Guidelines*)
- Pengembangan *risk management infrastructure*
- Kajian dan analisis risiko *cost* dan *benefit* atas pelaksanaan kerja sama, pelaksanaan investasi, penggunaan anggaran Perusahaan dan seluruh inisiatif strategis Perusahaan
- *Monitoring* implementasi efektivitas mitigasi risiko atas profil risiko Perusahaan guna mendukung pencapaian sasaran strategis Perusahaan berdasarkan peraturan-peraturan dan prinsip tata kelola perusahaan yang baik
- Preparation of ERM Manual Guidelines
- Development of risk management infrastructure
- Cost and benefit risk assessment and analysis on the implementation of cooperation, investment, the use of the Company's budget and all strategic initiatives of the Company
- Monitoring the effectiveness of risk mitigation on the Company's risk profile to support the achievement of the Company's strategic objectives based on the regulations and principles of good corporate governance

Struktur Manajemen Risiko Perusahaan
Structure of the Company's Risk Management



PERAN DAN TANGGUNG JAWAB / ROLES AND RESPONSIBILITIES

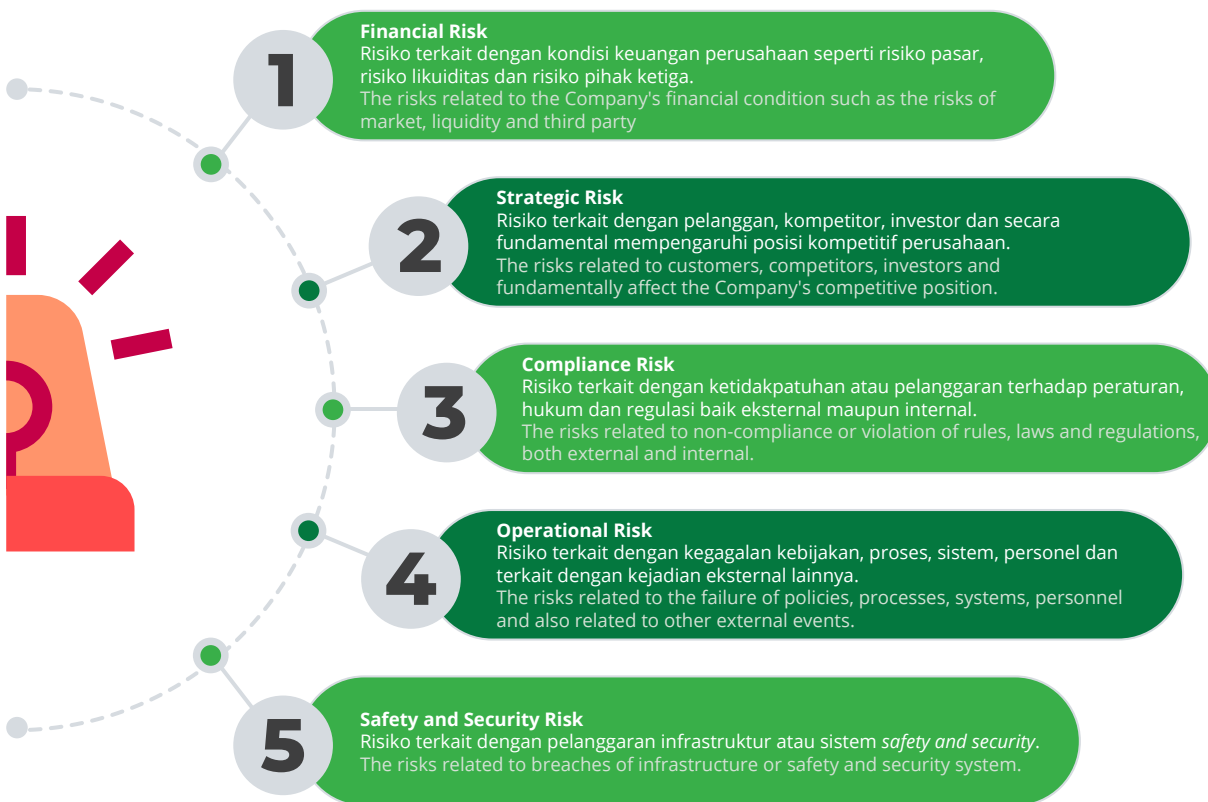
<i>President & CEO</i>	: Menjadi penanggung jawab utama pelaksanaan manajemen risiko Perusahaan Becomes the main person in charge of implementing the Company's risk management
Direktur Directors	: Memastikan pelaksanaan manajemen risiko di direktorat yang dinaungi Ensure the risk management implemented in their respective directorate
Direktur Keuangan Chief Financial Officer	: Memastikan pelaksanaan manajemen risiko Perusahaan secara efektif dan sesuai dengan tata kelola Perusahaan yang baik Ensure the Company's risk management is implemented effectively and in accordance with good corporate governance
<i>VP Financial Planning & Risk Management</i>	: Memfasilitasi risiko dan melakukan koordinasi atas pelaksanaan manajemen risiko di masing-masing divisi Facilitate the risks and coordinate the implementation of risk management in each division
VP (masing-masing divisi) VP (of each division)	: Mengelola pelaksanaan manajemen risiko di divisi yang dinaungi Manage the implementation of risk management in their respective division
Departemen ERM ERM Department	: Memfasilitasi risiko dan memberikan kajian-kajian risiko Facilitate the risk and provide risk assessments
<i>Key Risk Officer</i>	: Melakukan identifikasi, penilaian dan pengelolaan risiko di masing-masing divisi Identify, assess and manage risks in each division

KATEGORI RISIKO

Berdasarkan ERM *Manual Guidelines*, Perusahaan menetapkan dalam 5 (lima) kategori risiko dalam penyusunan profil risiko Perusahaan sebagai berikut:

RISK CATEGORY

Based on the ERM *Manual Guidelines*, the Company stipulates in 5 (five) risk categories in the preparation of the Company's risk profile as follows:



PENGELOLAAN RISIKO PERUSAHAAN TAHUN 2020

Dalam Rencana Kerja dan Anggaran Perusahaan tahun 2020, Perusahaan menetapkan "*Top 5 Corporate Risks Events*" yang menjadi fokus pengelolaan manajemen risiko untuk memastikan ketercapaian target dan sasaran Perusahaan pada tahun 2020.

1. Risk of forex fluctuation

- Hasil yang diharapkan
Mengelola fluktuasi kurs USD agar tidak mengganggu profitabilitas.
- Dampak Risiko
Kurs IDR/USD pada kuartal 1 sebesar 14.020 dan pada kuartal 4 sebesar 14.461 atau melemah

RISK MANAGEMENT OF THE COMPANY IN 2020

In the Company's 2020 Work and Budget Plan, the Company has determined the "Top 5 Corporate Risk Events" which are the focus of risk management to ensure the achievement of the Company's targets and objectives in 2020.

1. Risk of foreign exchange (forex) fluctuation

- Expected Result
Manage the fluctuations of USD exchange rate so as not to interfere with profitability.
- Risk Impact
The IDR/USD exchange rate in the first quarter was 14,020 and in the fourth quarter it was 14,461 or

sebesar 3,1%. Pelemahan IDR memberi keuntungan kurs (*gain on forex*) bagi Perusahaan hingga akhir tahun 2020 sebesar USD482.355.

c. Kemungkinan Risiko

Tingkat keterjadian fluktuasi *forex* tetap dipertimbangkan sangat mungkin terjadi karena fluktuasi permintaan dan penawaran USD sangat dinamis mengikuti kondisi ekonomi selama pandemi global COVID-19 dan Perusahaan tidak memiliki kekuatan secara langsung untuk mengendalikan perubahan *forex*.

d. Kontrol yang ada

Penetapan harga jual penumpang, *charter* dan *freighter* yang sudah menghitung estimasi dampak perubahan *forex* dan harga *fuel*.

e. Perlakuan risiko yang direncanakan

Menjaga fluktuasi *forex* dengan memasukan sensitivitas *forex* saat menghitung ROFO dan penghitungan harga jual tiket, kargo, *charter*.

f. Mitigasi risiko

weakened by 3.1%. The weakening of IDR gave the Company a gain on forex of USD482,355 at the end of 2020.

c. Risk Possibility

The occurrence level of forex fluctuations was still considered very likely to occur because the fluctuations in the demand and supply of USD were very dynamic following the economic conditions during the global COVID-19 pandemic and the Company did not have direct power to control forex changes.

d. Existing Control

The determination of selling prices for passengers, charters and freighters that have calculated the estimated impact of changes in forex and fuel prices.

e. Risk Treatment Planned

Maintain the forex fluctuations by including the forex sensitivity when calculating the ROFO and selling prices for tickets, cargo, charters.

f. Risk Mitigation

Kegiatan Mitigasi Mitigation Activities	Pelaksanaan Implementation
Menambah rute-rute baru internasional untuk meningkatkan penghasilan dalam mata uang asing (<i>auto hedging</i>). Add new international routes to increase earnings in foreign currency (<i>auto hedging</i>).	
Mempertahankan dan meningkatkan profitabilitas rute internasional. Maintain and increase the profitability of international routes.	
Memasukan sensitivitas <i>forex</i> saat menghitung ROFO dan penghitungan harga jual tiket, kargo, <i>charter</i> . Include the forex sensitivity when calculating the ROFO and selling prices for tickets, cargo, charters.	

2. Risk of fuel price fluctuation

a. Hasil yang diharapkan

Program efisiensi bahan bakar dapat mengurangi dampak risiko kenaikan harga bahan bakar.

b. Dampak Risiko

Dampak risiko fluktuasi harga bahan bakar avtur dipertimbangkan minor karena harga rata-rata avtur pada kuartal 1 sebesar US\$55,2 dan pada kuartal 4 sebesar US\$36,1 atau mengalami penurunan 35%.

2. Risk of fuel price fluctuation


a. Expected Result

Fuel efficiency program was expected to reduce the risk of rising fuel prices.

b. Risk Impact

The impact of the risk of fluctuations in aviation fuel prices was considered minor because the average price in the first quarter was US\$55.2 and in the fourth quarter was US\$36.1 or decreased by 35%.

- | | |
|---|---|
| <p>c. Kemungkinan Risiko
Tingkat kejadian fluktuasi harga bahan bakar avtur dipertimbangkan sangat mungkin terjadi karena kenaikan harga minyak dunia selama tahun 2020 sangat dipengaruhi oleh penetapan harga jual minyak mentah oleh Arab Saudi dan negara produsen minyak lainnya.</p> <p>d. Kontrol yang ada
Melakukan efisiensi bahan bakar di bawah pengawasan <i>Executive Project Manager</i> dengan program kerja yang terukur.</p> <p>e. Perlakuan risiko yang direncanakan
Implementasi <i>Skybreathe</i> sebagai <i>tools</i> untuk memonitor konsumsi bahan bakar (<i>fuel burnt, block hours</i>, dan lain-lain)</p> <p>f. Mitigasi risiko</p> | <p>c. Risk Possibility
The occurrence level of fluctuations in aviation fuel prices was considered very likely to occur because the increase in world oil prices during 2020 was strongly influenced by the determination of the selling price of crude oil by Saudi Arabia and other oil producing countries.</p> <p>d. Existing Control
Conduct fuel efficiency under the supervision of the Executive Project Manager with a measurable work program.</p> <p>e. Risk Treatment Planned
The implementation of Skybreathe as a tool to monitor fuel consumption (fuel burn, block hours, etc.)</p> <p>f. Risk Mitigation</p> |
|---|---|

Kegiatan Mitigasi Mitigation Activities	Pelaksanaan Implementation
<p>Melaksanakan perbaikan secara berkelanjutan kinerja operasional yang berdampak terhadap efisiensi konsumsi bahan bakar yaitu kegiatan <i>Fuel Tankering, GPU Use for RON and ex-RON A/C, Cost Index Optimum, Single Taxi In, Electronic Flight Bag, Early Departure, Pack Off, Delay APU Bleed, Trolley On Board, Offload Majalah Linkers</i>. Atas pelaksanaan mitigasi risiko ini Perusahaan mempergunakan aplikasi <i>Skybreathe</i> sebagai alat untuk memonitor pencapaian target efisiensi.</p> <p>Implement continuous improvements in the operational performance that have an impact on fuel consumption efficiency, namely Fuel Tankering, GPU Use for RON and ex-RON A/C, Optimum Cost Index, Single Taxi In, Electronic Flight Bag, Early Departure, Pack Off, APU Delay Bleed, Trolley On Board, Offload Linkers Magazine. For the implementation of this risk mitigation, the Company uses the Skybreathe application as a tool to monitor the achievement of efficiency targets.</p>	

- | | |
|---|--|
| <p>3. Risk of limitation of liquidity</p> <p>a. Hasil yang Diharapkan
Meningkatkan dan menjaga ketersediaan likuiditas agar dapat memastikan kelanjutan operasional penerbangan.</p> <p>b. Dampak Risiko
Dampak terhadap finansial dipertimbangkan minor, karena pada kuartal 4 tahun 2020 Citilink membukukan revenue lebih baik mengingat adanya peak season Nataru, selain itu telah melakukan negosiasi pembayaran kepada pihak ketiga sehingga Citilink dapat menjaga ketersediaan likuiditas di akhir kuartal 4 tahun 2020 sebesar USD 21.003.800 dan mengalami peningkatan dibandingkan kuartal 1 sebesar USD 15.238.274.</p> <p>c. Kemungkinan Risiko</p> <ul style="list-style-type: none"> ■ Kemungkinan terjadinya keterbatasan likuiditas dipertimbangkan sangat mungkin terjadi karena | <p>3. Risk of limitation of liquidity</p> <p>a. Expected Result
Increase and maintain the availability of liquidity in order to ensure the continuation of flight operations.</p> <p>b. Risk Impact
The financial impact was considered minor, because in the 4th quarter of 2020 Citilink posted better revenue due to the peak season of Christmas and New Year, in addition to negotiating payments to third parties so that Citilink could maintain liquidity at the end of the 4th quarter of 2020 amounting to USD21,003,800, increasing compared to the first quarter of USD15,238,274.</p> <p>c. Risk Possibility</p> <ul style="list-style-type: none"> ■ The possibility of liquidity limitations was considered very likely because a significant |
|---|--|

penurunan signifikan jumlah penerbangan selama masa pandemi virus corona mengakibatkan menurunnya pendapatan Perusahaan

- Arus kas masuk dari penjualan *direct channel* masih belum cukup mendanai kegiatan operasional

d. Kontrol yang Ada

- Menjaga *cash flow* secara ketat
- Menjalankan kewajiban pembayaran dengan membuat skala prioritas secara selektif dan hati-hati
- Mengajukan relaksasi dan restrukturisasi utang kepada *vendor*

e. Perlakuan Risiko yang Direncanakan

Menghindari risiko ketidakcukupan likuiditas dengan melanjutkan kegiatan rutin *treasury management* serta inisiatif-inisiatif baru untuk memastikan ketersediaan likuiditas seperti: mencari sumber pembiayaan alternatif selain Garuda baik melalui institusi keuangan maupun non institusi keuangan dengan tetap memperhatikan *cost of fund*, melakukan penundaan pembayaran atas hutang ke Pertamina dan Angkasa Pura, mengajukan *reschedule* pembayaran ke *lessor*, meningkatkan penjualan secara *direct channel* dan lain-lain.

f. Mitigasi Risiko

decrease in the number of flights during the corona virus pandemic resulted in a decrease in the Company's revenue

- Cash inflows from the direct channel sales were still not sufficient to fund the operational activities





d. Existing Control

- Strictly maintain the cash flow
- Carry out payment obligations by making a priority scale selectively and carefully
- Propose relaxation and debt restructuring to vendors

e. Risk Treatment Planned

Avoid the risk of insufficient liquidity by continuing routine treasury management activities as well as new initiatives to ensure liquidity availability, such as: seeking alternative sources of financing other than Garuda, either through financial institutions or non-financial institutions while still paying attention to the cost of funds, delaying payment of debts to Pertamina and Angkasa Pura, propose to reschedule payments to lessors, increase the sales by direct channel and others.

f. Risk Mitigation

Kegiatan Mitigasi Mitigation Activities	Pelaksanaan Implementation
Mencari sumber pendanaan baru dari perbankan atau lembaga keuangan lainnya Look for new funding sources from banks or other financial institutions	
Pengetatan pembayaran dengan menetapkan skala prioritas/urgensi Tighten the payments by setting a scale of priority/urgency	
Melakukan negosiasi keleluasaan jangka waktu pembayaran hutang ke <i>vendor</i> yang telah jatuh tempo Negotiate with the vendors on the flexibility of payment terms that are past due	
Melakukan penerbangan <i>freighter</i> Operate freighters	

Kegiatan Mitigasi Mitigation Activities	Pelaksanaan Implementation
Cash Flow Close monitoring GA Group (mingguan) Cash Flow Close monitoring GA Group (weekly)	
Pengajuan <i>reschedule</i> pembayaran ke Lessor Propose the payment rescheduling to Lessor	
Pengoperasian Pesawat untuk Rute Operasional yang baik <i>demand</i> -nya Aircraft Operation for Operational Routes with good demand	
Peningkatan penjualan secara <i>Direct Channel</i> Increase the sales from direct channel	


4. Risk of enhancing international routes profitability

- a. Hasil yang Diharapkan
Negara-negara tujuan kembali membuka akses penerbangan internasional Citilink.
- b. Dampak Risiko
Dampak terhadap profitabilitas rute internasional dipertimbangkan *extreme*, karena sejak kuartal 2 Pemerintah menetapkan penghentian penerbangan komersial dengan tujuan internasional sebagai antisipasi penyebaran virus COVID-19 dan hingga akhir tahun 2020 kebijakan ini masih tetap berlaku. Selain itu juga karena negara-negara tujuan masih menutup akses keluar masuk antar negara. Kondisi pandemi COVID-19 mengakibatkan terjadinya penundaan pembukaan rute-rute baru internasional yang telah dipersiapkan di dalam RKAP 2020.
- c. Kemungkinan Risiko
 - Kemungkinan tidak tercapainya profitabilitas rute internasional sangat mungkin karena rute-rute internasional telah dihentikan beroperasi pada kuartal 2 selama pandemi virus corona.
 - Kemungkinan untuk tertundanya pembukaan rute baru internasional sangat memungkinkan mengingat selama pandemi virus corona terjadinya pembatasan akses masuk ke negara-negara tujuan tersebut. Pada RKAP 2020, target pembukaan rute internasional baru 18 rute dengan realisasi yang dapat dilakukan sebanyak 2 rute.

4. Risk of enhancing international routes profitability

- a. Expected Result
Destination countries re-opened the Citilink international flight access.
- b. Risk Impact
The impact on the profitability of international routes was considered extreme, given since the second quarter the Government had decided to stop commercial flights with international destinations in anticipation of the spread of the COVID-19 virus and until the end of 2020 this policy still applied. In addition, the destination countries also closed the access in and out between countries. The COVID-19 pandemic resulted in delays in the opening of new international routes that had been prepared in the 2020 Work and Budget Plan (RKAP).
- c. Risk Possibility
 - The possibility of not achieving the profitability of international routes was very likely because the international routes had been stopped operating in the 2nd quarter during the corona virus pandemic.
 - The possibility of delaying the opening of new international routes was very possible considering that during the corona virus pandemic there were restrictions on access to these destination countries. In the 2020 RKAP, the target for opening new international routes was 18 with the realization of only 2.

- | | |
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| <p>d. Kontrol yang Ada
Menghentikan pengoperasian rute-rute internasional sejak kuartal 2 tahun 2020.</p> <p>e. Perlakuan Risiko yang Direncanakan
Tidak dapat melanjutkan pengoperasian rute-rute internasional sejak kuartal 2 tahun 2020, sebagai akibat kebijakan <i>closed border</i> antar negara untuk menutup penyebaran virus COVID-19.</p> <p>f. Mitigasi Risiko</p> | <p>d. Existing Control
Stop the operation of international routes since the 2nd quarter of 2020.</p> <p>e. Risk Treatment Planned
Unable to continue operating the international routes since the second quarter of 2020, as a result of the closed border policy between countries to curb the spread of the COVID-19.</p> <p>f. Risk Mitigation</p> |
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Kegiatan Mitigasi Mitigation Activities	Pelaksanaan Implementation
Mencari informasi syarat dan ketentuan perijinan untuk membuka rute baru untuk negara-negara tujuan baru Look for information on licensing terms and conditions to open new routes for new destination countries	
Merekrut Sumber Daya Manusia yang memenuhi kualifikasi baik dari internal perusahaan, internal Garuda, atau dari eksternal Recruit qualified Human Resources either from internal Company, internal Garuda, or from external.	
Perlu disiapkan <i>feasibility study</i> atau analisa pasar pada setiap pembukaan rute Conduct a feasibility study or market analysis for each route opening	
Perlu dilakukan evaluasi RP atas rute internasional yang masih beroperasi Evaluate the rate of profitability (RP) on the international routes that are still operating	





5. Risk of not conformity with the latest IOSA standards

- a. Hasil yang diharapkan
Dengan mengadopsi dan mengimplementasikan standar IOSA terbaru serta menyelesaikan *finding* IOSA *trial audit*, Perusahaan diharapkan memiliki kesiapan pada saat dilakukan audit sertifikat IOSA. Seluruh aset operasional penerbangan yang dimiliki Perusahaan memenuhi standar IOSA terbaru.
- b. Dampak Risiko
Dampak terhadap hambatan untuk menyesuaikan dengan standar IOSA terbaru dipertimbangkan minor karena penyesuaian prosedur operasional internal saat ini.
Hingga akhir tahun 2020 Perusahaan telah menyelesaikan 67 *finding* dan masih melakukan penyelesaian 89 *finding* dengan *conformance level* 90,4% sesuai dengan standar IOSA terakhir.
- c. Kemungkinan Risiko
Tingkat keterjadian ketidaksesuaian dengan standar IOSA terbaru dipertimbangkan mungkin terjadi:

5. Risk of not conformity with the latest IOSA standards

- a. Expected Result
By adopting and implementing the latest IOSA standards and completing the finding IOSA trial audit, the Company was expected to be prepared when the IOSA certificate audit was conducted. All flight operational assets owned by the Company were found complying with the latest IOSA standards.
- b. Risk Impact
The impact on barriers to compliance with the latest IOSA standards was considered minor due to adjustments to the current internal operating procedures.
Until the end of 2020 the Company had completed 67 findings and was still completing 89 findings with a conformance level of 90.4% in accordance with the latest IOSA standards.
- c. Risk Possibility
The occurrence level of non-compliance with the latest IOSA standards was considered possible:

- Mengingat pemenuhan kualifikasi SDM yang terlatih sesuai dengan standar IOSA membutuhkan biaya pelatihan yang tinggi
 - Mengingat pelatihan yang dilakukan lebih efektif dilakukan dengan tatap muka sedangkan di saat pandemi COVID-19 diwajibkan *physical distancing*
 - Sedang melakukan *review atas finding pre-audit IOSA* untuk melakukan *corrective action*
- d. Kontrol yang Ada
- Citilink telah memiliki *Safety Management System (SMS)* yang secara tahunan selalu diperbaharui
 - Perusahaan sedang memperbarui prosedur internal dengan standar IOSA terbaru
- e. Perlakuan Risiko yang Direncanakan
- *Me-review* dan memperbarui prosedur operasional internal perusahaan dengan standar IOSA terbaru
 - Menindaklanjuti hasil temuan *pre-audit IOSA* dari masing-masing divisi
- f. Mitigasi Risiko
- Considering that fulfilling the qualifications of trained human resources in accordance with IOSA standards requires high training costs
 - Considering that the training is more effective if it is done face-to-face, while during the COVID-19 pandemic, the physical distancing is required
 - Currently reviewing the IOSA pre-audit findings to take corrective actions
- d. Existing Control
- Citilink already has a Safety Management System (SMS) which is updated annually.
 - The Company is updating its internal procedures with the latest IOSA standards
- e. Risk Treatment Planned
- Review and update the Company's internal operational procedures referring to the latest IOSA standards
 - Follow up on the IOSA pre-audit findings from each division
- f. Risk Mitigation

Kegiatan Mitigasi Mitigation Activities	Pelaksanaan Implementation
Memperbaharui SOP dan instruksi kerja di masing-masing unit yang terkait dengan IOSA Update the standard operating procedures (SOP) and work instructions in each unit related to IOSA	
Menjadwalkan training pemahaman IOSA bagi divisi-divisi terkait audit IOSA Schedule the IOSA understanding training for divisions related to IOSA audit	
Menindaklanjuti hasil temuan dari masing-masing divisi Follow up on the findings from each division	
Menyelesaikan sertifikasi dan perijinan kelayakan terbang Boeing sebagai pesawat <i>freighter</i> Complete the certification and licensing of Boeing's airworthiness as a <i>freighter</i>	

PETA EKSPOSUR RISIKO AWAL DAN RISIKO AKHIR

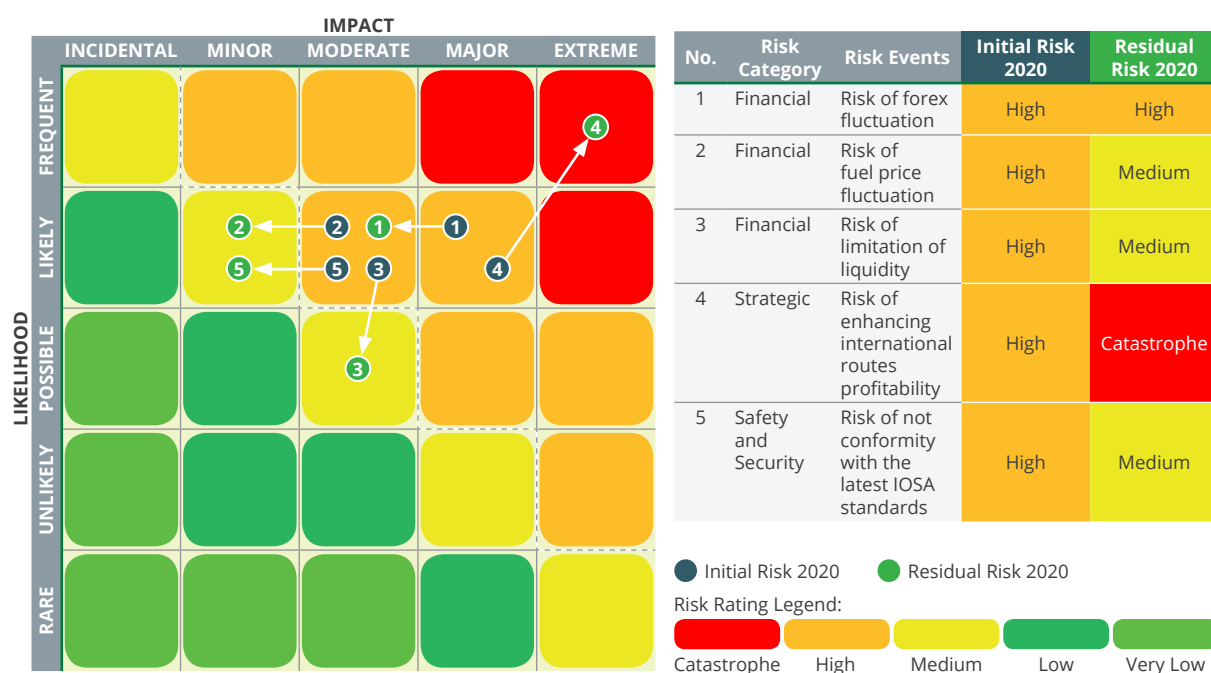
Pengelolaan manajemen risiko Perusahaan berguna untuk mengukur risiko awal Perusahaan dan pencapaian risiko akhir sehingga Perusahaan memiliki metode kerja dan program mitigasi risiko yang dapat memastikan keberlangsungan bisnis Perusahaan. Atas eksposur risiko akhir yang berada di atas batas toleransi risiko yaitu di area

MAP OF THE INITIAL AND FINAL RISK EXPOSURE

The risk management of the Company is useful for measuring the Company's initial risk and the achievement of the final risk so that the Company has work methods and risk mitigation programs to ensure the continuity of the Company's business. For the final risk exposure above the risk tolerance limit, or in the high and catastrophe areas,

high dan catastrophe, maka risiko ini menjadi perhatian manajemen dan diperlakukan dengan level urgensi yang tinggi. Berikut adalah peta eksposur risiko awal dan risiko akhir Perusahaan pada tahun 2020.

this risk comes to the attention of management and is treated with a high level of urgency. The following is a map of the Company's initial and final risk exposures in 2020.



KAJIAN RISIKO BISNIS DAN PROSEDUR BISNIS

Dalam pemenuhan pelaksanaan tata kelola Perusahaan yang baik (GCG), Perusahaan senantiasa menyediakan kajian-kajian risiko dan kajian bisnis yang memenuhi prinsip biaya dan manfaat untuk memastikan setiap keputusan bisnis Perusahaan telah diukur risiko-risiko yang mungkin dihadapi serta manfaat dan efisiensi biaya yang akan diperoleh.

Kajian Keuangan dan risiko yang dihasilkan pada tahun 2020 adalah sebagai berikut:

- Kajian Risiko Kerja sama *In-flight Entertainment On Demand* antara Citilink dan PT Produksi Kreatif Anak Bangsa – Gojek (April 2020).
- Kajian Risiko Kerja sama FIM (*Flight Interruption Manifest*) antara Citilink dan Scoot Tiger (April 2020).
- Kajian Risiko Kerja sama Citilink dan Dohop dalam Penggunaan Teknologi Reservasi *Interline* (Mei 2020).

STUDIES ON BUSINESS RISKS AND PROCEDURES

In fulfilling the implementation of good corporate governance (GCG), the Company always provides risk and business studies that meet the cost and benefit principles to ensure that every business decision of the Company has been measured the risks that may be faced as well as the benefits and cost efficiency that will be obtained.

The financial and risk studies produced in 2020 are as follows:

- Risk Study of the In-flight Entertainment On Demand Cooperation between Citilink and PT Produksi Kreatif Anak Bangsa – Gojek (April 2020).
- Risk Study of FIM (Flight Interruption Manifest) Cooperation between Citilink and Scoot Tiger (April 2020).
- Risk Study of Citilink and Dohop Cooperation in Using Interline Reservation Technology (May 2020).

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| <ul style="list-style-type: none"> d. Kajian Pemberian Bonus Atas <i>Top Up</i> Tiket.com Periode Agustus 2020 (Agustus 2020). e. Kajian Pemberian Bonus Atas <i>Top Up</i> Tiket.com Periode Maret 2020 (Maret 2020). f. Kajian Risiko Kerja sama <i>Open Trip Packages</i> antara Citilink dan Traval.co (Mei 2020). g. Kajian Risiko Kerja sama Transfer Penumpang (<i>Irregularity</i>) antara Citilink dan Garuda Indonesia (Mei 2020). h. Kajian Risiko Kerja sama Citilink <i>Community System for Citilink Customer - SKOR</i> (Juli 2020). i. Kajian Risiko Kerja sama Layanan <i>Joumpa Airport VIP Service</i> antara Citilink dan Garuda Indonesia (Juli 2020). j. Kajian Risiko Kerja sama Layanan Asuransi Perjalanan (Juli 2020). k. Kajian Pengembangan Program Kerja sama antara Citilink dan BNN (September 2020). l. Kajian Pengajuan Perpanjangan PKS Fasilitas Kredit antara Citilink dan Bank KEB Hana (Oktober 2020). m. Kajian Risiko Kerja sama Pengadaan Produk <i>Merchandise Sales On Board, Sales On Ground, Web Commerce, E-Commerce</i> (November 2020). | <ul style="list-style-type: none"> d. Study on Giving Bonuses on Tiket.com Top Up in the Period of August 2020 (August 2020). e. Study on Giving Bonuses on Tiket.com Top Up in the Period of March 2020 (March 2020). f. Risk Study of the Open Trip Packages Cooperation between Citilink and Traval.co (May 2020). g. Risk Study of the Passenger Transfer Cooperation (Irregularity) between Citilink and Garuda Indonesia (May 2020). h. Risk Study of the Cooperation of Citilink Community System for Citilink Customers - SKOR (July 2020). i. Risk Study of the Joumpa Airport VIP Service Cooperation between Citilink and Garuda Indonesia (July 2020). j. Risk Study of the Travel Insurance Service Cooperation (July 2020). k. Study on the Development of Cooperation Programs between Citilink and National Narcotics Agency/BNN (September 2020). l. Study on the Application for Extension of the Credit Facility Cooperation Agreement between Citilink and KEB Hana Bank (October 2020). m. Risk Study of the Cooperation in Procurement of Merchandise Products sold On Board, On Ground, Web Commerce, E-Commerce (November 2020). |
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Manual dan Prosedur yang dihasilkan pada tahun 2020 adalah sebagai berikut:

- | | |
|---|---|
| <ul style="list-style-type: none"> a. Manual Keuangan (Edisi 01-Juni 2020) yang berisi Kebijakan Akuntansi, 13 Prosedur Keuangan dan 3 Prosedur Khusus. b. Prosedur Penjualan dan Pemusnahan Barang Bukan Aset Tetap <i>Unused</i>. c. Prosedur <i>Refund</i> Tiket. d. Prosedur Pengelolaan Uang Penjualan Tiket di Station dan <i>Sales Office</i>. | <p>The Manuals and Procedures produced in 2020 are as follows:</p> <ul style="list-style-type: none"> a. Financial Manual (Issue on June 1, 2020) which contains Accounting Policies, 13 Financial Procedures and 3 Special Procedures. b. Procedure for Sales and Destruction of Unused Non-Fixed Assets. c. Procedure for Ticket Refund. d. Procedure for Management of Ticket Sales at Station and Sales Office. |
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SISTEM PENGENDALIAN INTERNAL

Internal Control System

Pengendalian internal adalah proses yang dirancang dan dijalankan oleh Dewan Komisaris, Direksi dan anggota manajemen lainnya serta seluruh personel Perusahaan, yang ditujukan untuk memberikan keyakinan yang memadai atas tercapainya efektivitas dan efisiensi operasi, keandalan pelaporan keuangan. Kepatuhan terhadap hukum dan peraturan yang berlaku, serta penerapan mekanisme *check and balance*. Direksi sebagai organ Perusahaan yang bertanggung jawab atas pengurusan Perusahaan harus memastikan bahwa fungsi pengendalian internal dan manajemen risiko telah tersedia dan diterapkan pada semua aspek dan lini Perusahaan.

The internal control is a process designed and carried out by the Board of Commissioners, Board of Directors and other members of the management as well as all personnel of the Company, which is intended to provide adequate assurance on the achievement of operational effectiveness and efficiency, as well as the reliability of financial reporting; compliance with applicable laws and regulations, also the implementation of check and balance mechanisms. The Board of Directors as the Company's organ responsible for the management of the Company must ensure that the internal control and risk management functions are available and applied to all aspects and lines of the Company.

PENGAWASAN OLEH MANAJEMEN DAN KULTUR PENGENDALIAN

Manajemen berperan sebagai tonggak utama penggerak pengendalian internal pada area dan tanggung jawabnya dalam aktivitas operasi keseharian. Manajemen melakukan Tata Kelola Perusahaan perbaikan berdasarkan pemantauan tersebut sebagai upaya dalam menghadirkan langkah penyempurnaan manajemen risiko dan *Standard Operating Procedures (SOP)*.

SUPERVISION BY THE MANAGEMENT AND CULTURE OF CONTROL

The management acts as the main pillar in driving the internal control in the daily operating activities. The management makes improvements in the Corporate Governance based on this monitoring as an effort to present steps to improve the risk management and Standard Operating Procedure (SOP).

KEGIATAN PENGENDALIAN INTERNAL

Kegiatan pengendalian internal Citilink pada tahun 2020 berfokus pada evaluasi dan penyempurnaan Standar Operasional Prosedur yang meliputi penyusunan dengan pertimbangan kebutuhan Perusahaan serta diseminasi SOP kepada seluruh organisasi Perusahaan demi tercapainya konsistensi kegiatan pengendalian secara menyeluruh.

INTERNAL CONTROL ACTIVITIES

The internal control activities of Citilink in 2020 focused on evaluating and improving the Standard Operating Procedure which included preparation with consideration of the Company's needs and dissemination of SOP to all organizations of the Company in order to achieve consistency in overall control activities.

KESESUAIAN DENGAN KERANGKA COSO - INTERNAL CONTROL FRAMEWORK

Sistem Pengendalian Internal (SPI) yang diterapkan dalam lingkup Citilink telah mengimplementasikan kerangka Audit Internal COSO dengan ruang lingkup sebagai berikut:

CONFORMITY OF THE INTERNAL CONTROL WITH COSO FRAMEWORK

The Internal Control System implemented within Citilink has met the COSO Internal Audit framework with the following scope:

1. Lingkungan Pengendalian Internal

Lingkungan pengendalian mencakup standar, proses, dan struktur yang menjadi landasan terselenggaranya pengendalian internal di dalam Perusahaan secara menyeluruh yang diciptakan oleh Dewan Komisaris dan Direksi mengenai pentingnya pengendalian internal dan standar perilaku yang diharapkan.

1. Internal Control Environment

The control environment includes standards, processes, and structures that form the basis for the implementation of internal control within the Company as a whole created by the Board of Commissioners and the Board of Directors regarding the importance of internal control and expected standards of behavior.

2. Penilaian Risiko

Penilaian risiko melibatkan proses identifikasi dan analisis risiko berikut pengelolaannya terkait pencapaian tujuan Perusahaan.

3. Kegiatan Pengendalian

Kegiatan pengendalian meliputi tindakan-tindakan yang ditetapkan melalui kebijakan dan prosedur untuk membantu memastikan implementasi arahan manajemen untuk meminimalisir risiko atas pencapaian tujuan Perusahaan.

4. Informasi dan Komunikasi

Informasi diperlukan demi terselenggaranya fungsi pengendalian intern dalam mendukung pencapaian tujuan. Sedangkan komunikasi menjadi sarana diseminasi informasi di dalam organisasi Perusahaan.

5. Kegiatan Pemantauan

Kegiatan pemantauan meliputi evaluasi berkelanjutan dan evaluasi terpisah untuk memastikan masing-masing komponen pengendalian intern berfungsi sebagaimana mestinya.

2. Risk Assessment

Risk assessment involves the process of identifying and analyzing risks and their management related to the achievement of the Company's goals.

3. Control Activities

Control activities include actions established through policies and procedures to help ensure the implementation of management directives to minimize risks to the achievement of the Company's goals.

4. Information and Communication

Information is needed for the implementation of the internal control function in supporting the achievement of objectives. Meanwhile, the communication is a means of disseminating information within the Company's organization.

5. Monitoring Activities

Monitoring activities include continuous evaluation and separate evaluations to ensure each component of internal control is functioning properly.

EVALUASI ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Pengendalian internal merupakan bagian yang terintegrasi dalam sistem dan prosedur di setiap kegiatan pada unit kerja sehingga apabila terjadi penyimpangan maka dapat diketahui secara dini dan dilakukan langkah perbaikan oleh unit kerja yang bersangkutan.

Review dan evaluasi terhadap efektivitas sistem pengendalian internal dilakukan oleh Unit Audit Internal. Hasil evaluasi atas pelaksanaan sistem pengendalian internal menjadi salah satu faktor yang melandasi upaya perbaikan dan penyempurnaan kebijakan baik di masa sekarang maupun masa mendatang dengan mengikuti perkembangan usaha Citilink.

Selama periode 2020, Citilink telah melakukan penilaian atas efektivitas sistem pengendalian internal oleh Audit Internal dan menghasilkan rekomendasi-rekomendasi sebagai bahan pertimbangan dalam penyusunan dan penyempurnaan kebijakan di seluruh kegiatan operasional Perusahaan.

EVALUATION OF THE EFFECTIVENESS OF INTERNAL CONTROL SYSTEM

The internal control is an integrated part of systems and procedures in every activity in the work unit so that if there is a deviation, it can be detected early and corrective steps can be taken immediately by the work unit concerned.

The effectiveness of the internal control system is reviewed and evaluated by the Internal Audit Unit. The evaluation results of the internal control system implementation are one of the factors that underlie the efforts to improve and refine the policies both now and in the future by following the business development of Citilink.

During the 2020 period, Citilink has assessed the effectiveness of the internal control system conducted by the Internal Audit which produced recommendations for consideration in the preparation and improvement of the policies for the Company's operational activities.

PERKARA PENTING

Important Cases

PERMASALAHAN HUKUM

Permasalahan hukum yang dihadapi Perusahaan di tahun 2020 dibanding tahun 2019 adalah sebagai berikut.

LEGAL ISSUES

The legal problems faced by the Company in 2020 compared to 2019 are as follows.

Permasalahan Hukum Legal Issues	2020			2019		
	Perdata Civil	Pidana Criminal	Khusus Special	Perdata Civil	Pidana Criminal	Khusus Special
Selesai dan telah mempunyai kekuatan hukum tetap Completed and has permanent legal force	-	-	-	3	-	-
Dalam proses penyelesaian In the process of completion	-	-	-	-	-	1
Jumlah Total	0	0	0	3	0	1

Rincian permasalahan hukum yang dihadapi Perseroan di tahun 2020 adalah sebagai berikut:

The details of legal issues faced by the Company in 2020 are as follows:

Pihak yang Berperkar Litigation Parties	Pokok Perkara Subject Matter	Status Perkara Case Status	Risiko yang dihadapi Perusahaan dan Nilai Nominal Tuntutan/Gugatan Risks faced by the Company and the nominal value of the claim/lawsuit	Tindak Lanjut Follow-up
<p>Pelapor: Investigator KPPU</p> <p>Terlapor:</p> <ul style="list-style-type: none"> ■ PT Garuda Indonesia (Persero) Tbk (Terlapor I) ■ PT Citilink Indonesia (Terlapor II) ■ PT Sriwijaya Air (Terlapor III) ■ PT NAM Air (Terlapor IV) ■ PT Batik Air Indonesia (Terlapor V) ■ PT Lion Mentari (Terlapor VI) ■ PT Wings Abadi (Terlapor VII) <p>Accuser: Investigator of Business Competition Supervisory Commission (KPPU)</p> <p>Accused:</p> <ul style="list-style-type: none"> ■ PT Garuda Indonesia (Persero) Tbk (Accused I) ■ PT Citilink Indonesia (Accused II) ■ PT Sriwijaya Air (Accused III) ■ PT NAM Air (Accused IV) ■ PT Batik Air Indonesia (Accused V) ■ PT Lion Mentari (Accused VI) ■ PT Wings Abadi (Accused VII) 	<p>Dugaan pelanggaran Pasal 5 dan 11 Undang-undang Nomor 5 Tahun 1999 ("UU No.5/1999") terkait jasa angkutan udara niaga berjadwal penumpang kelas ekonomi dalam negeri ("Perkara KPPU")</p> <p>Alleged violation of the Articles 5 and 11 of the Law Number 5 Year 1999 regarding scheduled commercial air transportation services for domestic economy class passengers ("KPPU Case")</p>	<p>Putusan KPPU:</p> <ul style="list-style-type: none"> ■ Menyatakan bahwa Para Terlapor terbukti secara sah dan meyakinkan melanggar Pasal 5 UU No. 5 Tahun 1999 ■ Para Terlapor tidak terbukti melanggar Pasal 11 UU No. 5 Tahun 1999 <p>KPPU Ruling:</p> <ul style="list-style-type: none"> ■ To declare that the Accused Parties have been legally and convincingly proven to have violated the Article 5 of the Law No. 5 Year 1999 ■ The Accused Parties have not been proven to have violated the Article 11 of the Law No. 5 Year 1999 	<p>KPPU memerintahkan kepada Para Terlapor untuk memberitahukan secara tertulis kepada KPPU sebelum mengambil setiap kebijakan pelaku usaha yang akan berpengaruh terhadap peta persaingan usaha, harga tiket yang dibayar konsumen, dan masyarakat selama 2 (dua) tahun sejak putusan berkekuatan hukum tetap</p> <p>KPPU instructs the Accused Parties to notify KPPU in written notification before taking any policies that will affect the business competition map, ticket prices paid by consumers and the public for 2 (two) years since the ruling has permanent legal force</p>	<p>Menjalani proses upaya hukum Kasasi melalui Pengadilan Negeri Jakarta Pusat</p> <p>Undergoing the legal process of cassation through the Central Jakarta District Court</p>

DAMPAK PERMASALAHAN HUKUM TERHADAP PERUSAHAAN

Atas permasalahan hukum yang dimiliki tersebut, Perusahaan terkena dampak sanksi administrasi oleh KPPU yaitu memberitahukan secara tertulis kepada KPPU sebelum mengambil setiap kebijakan pelaku usaha yang akan berpengaruh terhadap peta persaingan usaha, harga tiket yang dibayar konsumen, dan masyarakat selama 2 (dua) tahun sejak putusan berkekuatan hukum tetap. Namun atas hal ini sedang dilakukan proses kasasi melalui Pengadilan Negeri Jakarta Pusat yang masih berjalan.

PENGUNGKAPAN PERMASALAHAN HUKUM YANG SEDANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI YANG SEDANG MENJABAT

Selama periode tahun 2020, tidak ada anggota Dewan Komisaris maupun Direksi Perusahaan yang sedang menjabat, memiliki permasalahan hukum, baik perdata maupun pidana.

PENGUNGKAPAN PERMASALAHAN HUKUM YANG SEDANG DIHADAPI ANAK PERUSAHAAN

Pada akhir tahun 2020, Perusahaan tidak memiliki Entitas Anak Perusahaan, sehingga tidak terdapat informasi terkait perkara penting yang dihadapi oleh Anak Perusahaan.

PENGUNGKAPAN SANKSI ADMINISTRASI OLEH OTORITAS TERKAIT

Selama tahun 2020, selain sanksi administratif dari Perkara KPPU, tidak terdapat sanksi administrasi material lainnya yang mempengaruhi kelangsungan usaha Perusahaan dan tidak terdapat sanksi administratif lainnya yang dikenakan kepada Perusahaan sebagai organisasi, entitas anak, anggota Direksi maupun anggota Dewan Komisaris oleh otoritas terkait.

PERKARA PENTING DI LUAR ASPEK HUKUM

Di sepanjang tahun 2020, Perusahaan tidak menemukan adanya perkara penting di luar aspek hukum yang melibatkan Perusahaan sebagai organisasi, entitas anak, Dewan Komisaris maupun Direksi.

IMPACT OF LEGAL ISSUES ON THE COMPANY

Due to the legal problems, the Company was given an administrative sanction by KPPU, by notifying the KPPU in written notification before taking any policy that will affect the business competition map, ticket prices paid by consumers, and the public for 2 (two) years since the ruling has permanent legal force. However, the cassation process is being carried out through the Central Jakarta District Court, which is still ongoing.

DISCLOSURE OF LEGAL ISSUES FACED BY THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS WHO ARE CURRENTLY SERVING

In the 2020 period, none of the current members of the Company's Board of Commissioners or Board of Directors faced legal problems, both civil and criminal.

DISCLOSURE OF LEGAL PROBLEMS FACED BY SUBSIDIARIES

At the end of 2020, the Company did not have any Subsidiary, so there is no information regarding important cases faced by the Subsidiaries.

DISCLOSURE OF ADMINISTRATIVE SANCTIONS BY RELEVANT AUTHORITIES

During 2020, apart from the administrative sanction from the KPPU, there were no other material administrative sanctions affecting the continuity of the Company's business and no other administrative sanctions were imposed on the Company as an organization, its subsidiary, its members of the Board of Directors or members of the Board of Commissioners by the relevant authorities.

IMPORTANT CASES OUTSIDE LEGAL ASPECT

Throughout 2020, the Company did not face any important case outside the legal aspect involving the Company as an organization, its subsidiary, its Board of Commissioners or Board of Directors.

TATA KELOLA TEKNOLOGI INFORMASI

Information Technology Governance

KEBIJAKAN TEKNOLOGI INFORMASI

Di tengah persaingan industri penerbangan yang semakin masif, Citilink terus berinovasi dalam menghadirkan keunggulan melalui pemanfaatan teknologi informasi sebagai perangkat kebijakan yang menjamin kemudahan dan efisiensi proses bisnis. Selain itu, kehadiran kebijakan pemanfaatan Teknologi Informasi bertujuan dalam mengakomodasi kebutuhan Perusahaan yang dinamis dan terus berkembang. Dengan demikian, Perusahaan mampu memaksimalkan nilai tambah bagi pemegang saham dan pemangku kepentingan.

Dalam menjamin efektifitas dan efisiensi penerapan TI dalam lingkup Perusahaan, Citilink menunjuk Divisi Teknologi Informasi (DTI) sebagai pihak yang bertanggung jawab untuk menyusun, menerapkan, mengelola, serta mengevaluasi implementasi pemanfaatan TI. Penerapan Teknologi Informasi dalam lingkup Citilink senantiasa diarahkan pada pemberian nilai tambah bagi efisiensi kegiatan usaha serta penyediaan kemudahan bagi pelanggan, sehingga Citilink dapat mewujudkan misinya untuk menyediakan layanan transportasi udara yang bebas kerumitan dengan kehandalan yang tinggi.

Pemanfaatan TI dalam lingkup Citilink telah dilengkapi dengan keberadaan *Standard Operating Procedures (SOP)* yang mengatur pedoman prosedur dan tata tertib kerja DTI dalam mengembangkan aplikasi TI yang selaras dengan pencapaian tujuan bisnis Citilink. Ruang lingkup SOP antara lain meliputi ketentuan pengembangan dan pemeliharaan sistem aplikasi baik untuk pengembangan baru maupun perubahan atau modifikasi terhadap Sistem Aplikasi yang dikembangkan oleh IT Citilink.

Seluruh permintaan Sistem Aplikasi atau *software* baru diwajibkan melalui prosedur dan ketentuan yang telah ditetapkan dengan mempertimbangkan risiko terkait, manfaat yang diharapkan, dan kebutuhan dari penggunaan Sistem Aplikasi. Hal ini ditujukan untuk memberikan ruang bagi Divisi TI dalam menjaga dan memantau keselarasan *software* bisnis dengan sistem operasi komputer dan *platform* Citilink melalui kombinasi teknik kontrol teknis dan prosedural.

INFORMATION TECHNOLOGY POLICY

In the midst of increasingly massive competition in the aviation industry, Citilink continues to innovate in presenting excellence through the use of information technology as a policy tool that ensures the ease and efficiency of business processes. In addition, the presence of a policy on the use of Information Technology aims to accommodate the dynamic and growing needs of the Company. Thus, the Company is able to maximize added value for the shareholders and stakeholders.

To ensure the effectiveness and efficiency of IT implementation within the Company, Citilink established the Information Technology Division (DTI) as the party responsible for compiling, implementing, managing, and evaluating the IT utilization. The application of Information Technology within Citilink is always directed at providing added value for the efficiency of business activities and providing convenience for customers, so that Citilink can realize its mission to provide hassle-free air transportation services with high reliability.

The use of IT within the Citilink has been complemented by the existence of Standard Operating Procedure (SOP) which regulates the guidelines and work procedures of DTI in developing IT applications to make them in line with the achievement of Citilink's business goals. The scope of the SOP includes, among others, provisions for the development and maintenance of application systems for both new developments and changes or modifications to the Application System developed by IT Citilink.

All requests for the Application System or new software are required to go through the procedures and conditions that have been determined by considering the related risks, the expected benefits, and the needs of using the Application System. This is intended to provide space for the IT Division to maintain and monitor the alignment of business software with the computer operating system and Citilink platform through a combination of technical and procedural control techniques.

STRATEGI DAN IMPLEMENTASI TEKNOLOGI INFORMASI DI TAHUN 2020

Sebagai penunjang keberhasilan perusahaan dalam pencapaian "Transforming into Innovative Modern Airline" di tahun 2020, divisi Teknologi Informasi melakukan strategi dan implementasi sebagai berikut :

1. Pengenalan Pelanggan Menggunakan Teknologi *Big Data*

Dengan menggunakan Teknologi *Big Data*, divisi Teknologi Informasi mengembangkan sistem pengenalan pelanggan dengan mengimplementasikan *Single ID*. Dengan implementasi *Single ID* ini maka setiap pelanggan dapat dikenali berdasarkan informasi Nama dan Kontak yang dimasukkan. Informasi ini dapat dikembangkan untuk memberikan personalisasi pelayanan terhadap masing-masing pelanggan berdasarkan riwayat perjalanannya.

2. Aplikasi *betterFly* Citilink

Dalam menghadapi persaingan, divisi Teknologi Informasi mengembangkan aplikasi berbasis *mobile* Citilink yang memiliki dampak berupa:

- a. *Boosting ancillary revenue*
 - Hotel Integration reservation
 - Le Ole
 - Pre-Book Lounge
 - Entertainment feat goplay
- b. *Boosting customer experience*
 - Revamp mobile application
 - Dynamic and personal push notification
 - Inbox and notification
 - E-catalog for dine and shop
 - E-catalog linkers magazine
- c. *Boosting passenger experience*
 - Full loyalty GarudaMiles integration
 - Scanning QR Code
 - Payment with BCA VA
 - Payment with OVO
 - Payment with LinkAja
 - Payment with ShopeePay
 - Payment with Citilink Voucher
 - Pembayaran extra bagasi serta ancillary product lainnya secara online

3. Aplikasi *HelloCiti*

Dalam rangka peningkatan pelayanan kepada karyawan, divisi Teknologi Informasi mengembangkan aplikasi karyawan berbasis *mobile*. Beberapa fungsi dari aplikasi ini antara lain pengajuan cuti, pengajuan perjalanan dinas, slip gaji dan laporan pajak.

STRATEGY AND IMPLEMENTATION OF THE INFORMATION TECHNOLOGY IN 2020

To support the Company's success in achieving "Transforming into Innovative Modern Airline" in 2020, the Information Technology division implemented the following strategies and programs :

1. Customer Recognition Using Big Data Technology

By using Big Data Technology, the Information Technology division develops a customer recognition system by implementing Single ID. With this Single ID implementation, each customer can be identified based on the entered Name and Contact information. This information can be developed to provide personalized service to each customer based on their travel history.

2. Citilink's betterFly application

In facing the competition, the Information Technology division has developed a Citilink mobile-based application that has an impact in the form of:

- a. *Boosting ancillary revenue*
 - Hotel Integration reservation
 - Le Ole
 - Pre-Book Lounge
 - Entertainment feed goplay
- b. *Boosting customer experience*
 - Revamp mobile application
 - Dynamic and personal push notification
 - Inbox and notification
 - E-catalog for dine and shop
 - E-catalog linkers magazine
- c. *Boosting passenger experience*
 - Full loyalty GarudaMiles integration
 - Scanning QR Code
 - Payment with BCA VA
 - Payment with OVO
 - Payment with LinkAja
 - Payment with ShopeePay
 - Payment with Citilink Voucher
 - Online payment of excess baggage and ancillary products

3. HelloCiti Application

In order to improve the services to employees, the Information Technology division develops mobile-based employee application. Some of its functions include filing for leave, official travel, salary slips and tax reports.

4. Aplikasi e-Learning

Dalam rangka mendukung peningkatan kompetensi karyawan, divisi Teknologi Informasi mengembangkan aplikasi *e-Learning* berbasis *web*. Dalam aplikasi ini karyawan dapat melakukan pembelajaran secara mandiri baik itu *mandatory training* maupun pembelajaran materi umum. Dengan penggunaan aplikasi *e-Learning* Citilink dapat melakukan efisiensi biaya dalam proses pelaksanaan training dan mencatat penghematan sebesar 3 milyar untuk *crew training* di tahun 2020. Aplikasi *e-Learning* ini menunjang target Citilink untuk mendapatkan sertifikasi IOSA (IATA *Operational Safety Audit*).

5. Aplikasi Refund Voucher

Dalam rangka peningkatan pelayanan kepada pelanggan, divisi Teknologi Informasi mengembangkan Aplikasi Refund Voucher berbasis *web*. Dengan menggunakan aplikasi ini penyelesaian proses refund dapat diselesaikan dengan lebih cepat, dari 60 hari menjadi 3 hari setelah dokumen permohonan lengkap.

6. Aplikasi E-DMS

Dalam rangka peningkatan proses tata kelola dokumen, divisi Teknologi informasi mengembangkan aplikasi pengelolaan dokumen elektronik berbasis *web* yang selaras dengan CDMS (*Corporate Document Management System*). Penyediaan wadah pendokumentasian secara elektronik, yang sesuai dengan *best practice* dapat menunjang kinerja seluruh unit di Citilink dalam melakukan proses *Good Corporate Governance* (GCG). Dengan penggunaan aplikasi E-DMS dapat menunjang target Citilink untuk mendapatkan sertifikasi IOSA (IATA *Operational Safety Audit*).

7. Implementasi Sistem Pelacakan Bagasi

Dalam rangka peningkatan pelayanan kepada pelanggan, divisi Teknologi Informasi mengembangkan Sistem Pelacakan Bagasi yang mulai diimplementasikan pada Januari 2020 di Bandara Soekarno-Hatta dan Bandara Juanda Surabaya. Selama tahun 2020, penggunaan Sistem Pelacakan Bagasi berkontribusi atas penurunan laporan kehilangan bagasi. Bersama dengan divisi *Operation*, divisi Teknologi Informasi akan melanjutkan proses implementasi Sistem Pelacakan Bagasi di bandara-bandara lainnya.

8. Efisiensi Infrastruktur

Dalam rangka mendukung program efisiensi, divisi Teknologi informasi berhasil melakukan efisiensi sebesar 5 milyar di tahun 2020 dengan memindahkan infrastruktur *cloud* ke infrastruktur *cloud* lokal.

4. e-Learning Application

In order to support the employee competency development, the Information Technology division has developed a *web*-based *e-Learning* application. The employees can use this application for independent learning, both *mandatory training* and general material learning. By using the *e-Learning* application, Citilink was able to make cost efficiency in the training implementation and saved about Rp3 billion of funds for *crew training* in 2020. This *e-Learning* application supports the Citilink's target of obtaining the IOSA (IATA *Operational Safety Audit*) certification.

5. Refund Voucher Application

To improve the services to customers, the Information Technology division has developed a *web*-based Refund Voucher Application. By using this application, the completion of the refund process can be completed more quickly, from previously 60 days to 3 days after the application documents are complete.

6. E-DMS Application

To improve the document management process, the Information Technology division has developed a *web*-based electronic application of document management that is in line with the CDMS (*Corporate Document Management System*). The provision of such a platform is in line with the best practice to support the performance of all units at Citilink in performing the *Good Corporate Governance* (GCG) process. The use of the E-DMS application will also support the Citilink's target of obtaining the IOSA (IATA *Operational Safety Audit*) certification.

7. Implementation of Baggage Tracking System

To improve the services to customers, the Information Technology division has developed a Baggage Tracking System which began to be implemented in January 2020 at Soekarno-Hatta Airport and Juanda Airport Surabaya. During 2020, the use of the Baggage Tracking System contributed to a reduction in lost baggage reports. Together with the *Operations* division, the Information Technology division will implement the Baggage Tracking System at the other airports.

8. Infrastructure Efficiency

In order to support the efficiency program, the Information Technology division has managed to achieve an efficiency of Rp5 billion in 2020 by moving the *cloud* infrastructure to the local one.

RENCANA STRATEGI DAN PELAKSANAAN PENGEMBANGAN TEKNOLOGI INFORMASI TAHUN 2021

Sebagai penunjang keberhasilan perusahaan dalam pencapaian "Hassle Free Airline" di tahun 2021, divisi Teknologi Informasi melakukan perencanaan dan strategi sebagai berikut:

1. Profiling dan segmentasi pelanggan dengan menggunakan Teknologi Big Data

Dengan menggunakan Teknologi *Big Data* untuk melakukan *profiling* dan segmentasi pelanggan diharapkan dapat mempermudah untuk melakukan strategi pemasaran dengan menysasar pelanggan dengan informasi yang tepat.

2. E-Commerce Infrastructure – E-Commerce Mobile Apps CMS and Multiproduct capabilities

Untuk meningkatkan pengalaman pelanggan dan menciptakan potensi *revenue* baru, divisi Teknologi Informasi mengembangkan *platform mobile Apps betterfly* Citilink sebagai *platform* yang dapat berkolaborasi dengan semua ekosistem *e-Commerce* dan memperkaya fiturnya dengan *chatbot* dan *fingerprint authentication*.

3. Sinkronisasi Jadwal dan Rute Penerbangan antara Aplikasi Operasional (AOMS) dan Aplikasi Penjualan Tiket (PSS) / Aplikasi Kargo (CSS)

Untuk meningkatkan efektifitas dan efisiensi di sisi perencanaan serta manajemen jadwal dan rute penerbangan, divisi Teknologi Infomasi akan melakukan pengembangan untuk mensinkronisasikan jadwal dan rute penerbangan antara Aplikasi Operasional (AOMS) dan Aplikasi Penjualan Tiket (PSS) / Aplikasi Kargo (CSS).

4. Implementasi Automatic Weight System

Untuk meningkatkan pelayanan kepada pelanggan, divisi Teknologi Informasi akan melakukan pengembangan *Automatic Weight System*. Dengan penggunaan *Automatic Weight System* diharapkan akan mengurangi waktu proses di konter *Check-In*.

5. Implementasi Referral Program Platform

Untuk meningkatkan potensi tambahan *revenue* serta memberikan *benefit* lebih kepada para pelanggan setia Citilink, divisi Teknologi Informasi hadir dengan membuat *platform Referral* dimana saat ini siapa saja dapat menjual tiket Citilink dengan memberikan kode *referral* kepada calon penumpang, dan penumpang serta pemegang *referral* akan mendapatkan *benefit* tambahan.

STRATEGIC PLAN AND IMPLEMENTATION OF INFORMATION TECHNOLOGY DEVELOPMENT IN 2021

To support the Company in achieving the "Hassle Free Airline" target in 2021, the Information Technology division has been designing the following plans and strategies:

1. Customer profiling and segmentation using the Big Data Technology

The use of Big Data Technology to perform customer profiling and segmentation is expected to make it easier to implement the marketing strategies by reaching the customers with the right information.

2. E-Commerce Infrastructure – E-Commerce Mobile Apps CMS and Multiproduct capabilities

To improve the customer experience and create new revenue potential generators, the Information Technology division has developed the BetterFly Citilink mobile application as a platform that can collaborate with all e-Commerce ecosystems and enrich its features with chatbots and fingerprint authentication.

3. Synchronization of Flight Schedules and Routes between Operational Application (AOMS) and Ticket Sales Application (PSS) / Cargo Application (CSS)

To enhance the effectiveness and efficiency in terms of planning and managing the flight schedules and routes, the Information Technology division will synchronize the Operational Applications (AOMS) and Ticket Sales Applications (PSS) / Cargo Applications (CSS).

4. Implementation of Automatic Weight System

To improve the service to customers, the Information Technology division will develop an Automatic Weight System to reduce the processing time at the Check-In counter.

5. Implementation of the Referral Program Platform

To increase the potential for additional revenue and provide more benefits to loyal Citilink customers, the Information Technology division has created a referral platform where anyone can sell Citilink tickets by providing a referral code to prospective passengers in which the passengers and referral holders will get additional benefits.

6. Implementasi *Betterfly Cargo Application*

Untuk meningkatkan pelayanan kargo kepada pelanggan, divisi Teknologi Informasi akan melakukan transformasi digital aplikasi kargo Citilink dari aplikasi berbasis *Web* ke aplikasi berbasis *Mobile*. Dengan transformasi ini diharapkan Citilink dapat memberikan sistem kargo yang *reliable* dan stabil, baik untuk pelanggan langsung (B2C) maupun korporasi (B2B). Dengan transformasi ini diharapkan dapat mempermudah kolaborasi dengan ekosistem logistik lain, baik reservasi, operasional dan *partner first mile - last mile*.

7. Implementasi *LinkMiles*

Untuk meningkatkan *customer engagement* dan menciptakan potensi bisnis/pendapatan baru, divisi Teknologi Informasi menghadirkan *platform loyalty* yang mandiri dan dinamis sehingga dapat digunakan tidak terbatas untuk tiket pesawat saja namun juga produk-produk lainnya, serta dapat dikolaborasikan dengan mitra bisnis lainnya.

8. Implementasi *Customer Relationship Management Platform*

Untuk meningkatkan pelayanan dan memberikan pengalaman terbaik untuk pelanggan Citilink, divisi Teknologi Informasi akan melakukan implementasi *Customer Relationship Management Platform*. Dengan implementasi ini diharapkan Citilink dapat lebih memahami kebutuhan pelanggan dengan lebih baik dan memberikan pengalaman yang lebih personal, efektif dan efisien.

9. Peningkatan Keamanan Informasi

Untuk meningkatkan keamanan informasi, divisi Teknologi Informasi melakukan implementasi *Cyber Security* untuk melindungi infrastruktur, jaringan, aplikasi dan data dari serangan, kerusakan atau akses yang tidak sah. Serta untuk menjaga kerahasiaan (*confidentiality*), integritas (*integrity*) dan ketersediaan (*availability*) informasi Perusahaan.

10. Memastikan tata kelola teknologi informasi mendukung GCG (Good Corporate Governance) Perusahaan

Divisi Teknologi Informasi melakukan perbaikan terhadap SOP dan pengawasan pelaksanaan SOP untuk meminimalkan risiko, memastikan keamanan sistem dan membantu proses pengelolaan teknologi informasi yang lebih efektif dan efisien, sehingga proses, prosedur dan kebijakan yang dilaksanakan mendukung GCG (*Good Corporate Governance*) Perusahaan.

6. Implementation of *Betterfly Cargo Application*

To improve the cargo service to customers, the Information Technology division will digitally transform the Citilink's cargo application from a Web-based to a mobile-based. This transformation is expected that Citilink will provide a more reliable and stable cargo system, both for direct (B2C) and corporate (B2B) customers. This transformation is also meant to facilitate the collaboration with other logistics ecosystems, both reservations and operations as well as first mile - last mile partners.

7. Implementation of *LinkMiles*

To enhance the customer engagement and create new business/revenue potentials, the Information Technology division presents an independent and dynamic loyalty platform so that it can be used not only for the purchase of airline tickets but also for other products, and can be collaborated with other business partners.

8. Implementation of the *Customer Relationship Management Platform*

To improve the services and provide the best experience for Citilink customers, the Information Technology division will apply the *Customer Relationship Management Platform*. This platform is expected to make Citilink better understand its customers' needs and provide a more personal, effective and efficient experience.

9. Information Security Improvement

To improve the information security, the Information Technology division has implemented the *Cyber Security* to protect the infrastructure, networks, applications and data from attacks, damage or unauthorized access. It is also to maintain the confidentiality, integrity and availability of the Company information.

10. Ensure the information technology governance supports the Company's GCG (Good Corporate Governance)

The Information Technology Division has made improvements to SOPs and supervised their implementation to minimize the risk, ensuring the system security and assist the process of managing information technology more effectively and efficiently, so that the processes, procedures and policies implemented will support the Company's GCG (*Good Corporate Governance*).

AKSES INFORMASI DAN DATA PERUSAHAAN

Access to Information and Data of the Company

Sebagai bentuk pemenuhan terhadap asas transparansi dan keterbukaan informasi sesuai ketentuan dan peraturan perundang-undangan yang berlaku, Citilink menyediakan akses informasi kepada publik sebagai berikut:

1. Media elektronik seperti situs www.citilink.co.id untuk menyampaikan informasi yang relevan mengenai Perusahaan; dan
2. Informasi melalui media lainnya, antara lain penyediaan *email*, majalah/buletin internal, poster, dan *banner*. Untuk memperoleh informasi lebih lanjut mengenai Citilink dapat menghubungi:

As a form of compliance with the principles of transparency and disclosure of information in accordance with applicable laws and regulations, Citilink provides access to information for the public as follows:

1. Electronic media of the website www.citilink.co.id to convey relevant information about the Company; and
2. Information through other media, including email, internal magazines/bulletins, posters, and banners. To get more information about Citilink, please contact:

PT Citilink Indonesia

Management Support I Building, 1st Floor Garuda City Soekarno-Hatta International Airport Tangerang 15111, Indonesia

PO BOX : 1004 TNG BUSH

Telepon / Telephone : 021-39509000

Situs / Website : www.citilink.co.id



KORESPONDENSI DAN LAPORAN BERKALA

Informasi keuangan dan non keuangan dari Perusahaan telah disusun dan dilaporkan secara transparan kepada pemegang saham, pemangku kepentingan dan lembaga lain yang dipersyaratkan. Informasi dilaporkan sesuai target waktu, tersajikan dengan lengkap dan akurat,

CORRESPONDENCE AND PERIODIC REPORTS

Financial and non-financial information of the Company has been prepared and reported transparently to the shareholders, stakeholders and other institutions as required. The information is reported according to the target time, presented in a complete and accurate, current, whole

terkini, utuh dan memadai sesuai dengan tata cara, jenis dan cakupan sebagaimana diatur dalam ketentuan tentang Transparansi Kondisi Keuangan Perusahaan. Informasi dipaparkan melalui laporan berupa:

- Laporan Tahunan;
- Laporan Keuangan Triwulan; dan
- Surat kepada Pemegang Saham

Di bawah ini disajikan korespondensi Perusahaan dengan pemegang saham dan regulator selama tahun 2020.

and adequate manner in accordance with the procedures, types and scopes as stipulated in the provisions concerning Transparency of the Company's Financial Condition. The information is presented through reports in the form of:

- Annual Report;
- Quarterly Financial Statements; and
- Letter to the Shareholders

Below is presented the Company's correspondence with the shareholders and regulators during 2020.

Korespondensi dengan Pemegang Saham Correspondence with the Shareholders

Bentuk Korespondensi Correspondence Method	Frekuensi (kali) Frequency (time)	Perihal Subject
Tertulis dan penyampaian secara langsung Written and delivered directly	15	Penyampaian arahan rencana bisnis perusahaan Information on the directives of the Company's business plans
Tertulis Written	3	Permintaan persetujuan atas <i>corporate action</i> perusahaan Request for approval of the Company's corporate actions
Penyampaian langsung/ meeting secara fisik Direct verbally/physical meeting	1	Laporan Tahunan/Laporan Pertanggungjawaban Annual Report/Accountability Report
Tertulis dan penyampaian secara langsung Written and delivered directly	5	Benchmark produk hukum perusahaan Benchmark of Company's legal products
Tertulis Written	5	Koordinasi pelaksanaan ketentuan regulator dan kebijakan pemerintah Coordination for the implementation of regulatory provisions and government policies

Korespondensi dengan Regulator Correspondence with Regulator

Bentuk Korespondensi Correspondence Type	Frekuensi (kali) Frequency (time)	Perihal Subject
Surat Letter	Per Pengajuan Per Submission	Pencabutan Persetujuan Rute Penerbangan JBB-SUB/SUB-JBB Revocation of Approval for Flight Route of JBB-SUB/SUB-JBB
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru DPS-SRG/SRG-DPS Approval for New Flight Route of DPS-SRG/SRG-DPS
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru DPS-AVV/AVV-DPS Approval for New Flight Route of DPS-AVV/AVV-DPS
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru CGK-KJT/KJT-CGK Approval for New Flight Route of CGK-KJT/KJT-CGK
Surat Letter	Per Pengajuan Per Submission	Pencabutan Persetujuan Rute Penerbangan BDO-TKG/TKG-BDO Revocation of Approval for Flight Route of BDO-TKG/TKG-BDO
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru DPS-TIM/TIM-DPS Approval for New Flight Route of DPS-TIM/TIM-DPS
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru SUB-JED/JED-SUB Approval for New Flight Route of SUB-JED/JED-SUB

Bentuk Korespondensi Correspondence Type	Frekuensi (kali) Frequency (time)	Perihal Subject
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BDO-KUL/KUL-BDO Approval for New Flight Route of BDO-KUL/KUL-BDO
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru CGK-KUL/KUL-CGK Approval for New Flight Route of CGK-KUL/KUL-CGK
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru PNK-PSU/PSU-PNK Approval for New Flight Route of PNK-PSU/PSU-PNK
Surat Letter	Per Pengajuan Per Submission	Pencabutan Persetujuan Rute Penerbangan Baru BPN-BWX/BWX-BPN Revocation of Approval for Flight Route of BPN-BWX/BWX-BPN
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru KTG-PNK/PNK-KTG Approval for New Flight Route of KTG-PNK/PNK-KTG
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru KOE-LBJ/LBJ-KOE Approval for New Flight Route of KOE-LBJ/LBJ-KOE
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru AAP-SUB/SUB-AAP Persetujuan Rute Penerbangan Baru AAP-SUB/SUB-AAP
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BDO-DPS/DPS-BDO Approval for New Flight Route of AAP-SUB/SUB-AAP
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BDO-KNO/KNO-BDO Approval for New Flight Route of BDO-DPS/DPS-BDO
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BDO-PLM/PLM-BDO Approval for New Flight Route of BDO-KNO/KNO-BDO
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BPN-BDO/BDO-BPN Approval for New Flight Route of BPN-BDO/BDO-BPN
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BDO-PKU/PKU-BDO Approval for New Flight Route of BDO-PKU/PKU-BDO
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru DPS-LOP/LOP-DPS Approval for New Flight Route of DPS-LOP/LOP-DPS
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BWX-DPS/DPS-BWX Approval for New Flight Route of BWX-DPS/DPS-BWX
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BUW-UPG/UPG-BUW Approval for New Flight Route of BUW-UPG/UPG-BUW
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru PUM-UPG/UPG-PUM Approval for New Flight Route of PUM-UPG/UPG-PUM
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru UPG-LLO/LLO-UPG Approval for New Flight Route of UPG-LLO/LLO-UPG
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru UPG-KSR/KSR-UPG Persetujuan Rute Penerbangan Baru UPG-KSR/KSR-UPG
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru UPG-TRT/TRT-UPG Approval for New Flight Route of UPG-TRT/TRT-UPG
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru CGK-JED/JED-CGK Approval for New Flight Route of CGK-JED/JED-CGK
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BDO-SUB/SUB-BDO Approval for New Flight Route of BDO-SUB/SUB-BDO
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru UPG-OJU/OJU-UPG Approval for New Flight Route of UPG-OJU/OJU-UPG
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru KOE-LBJ/LBJ-KOE Approval for New Flight Route of KOE-LBJ/LBJ-KOE

Bentuk Korespondensi Correspondence Type	Frekuensi (kali) Frequency (time)	Perihal Subject
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru KNO-PDG/PDG-KNO Approval for New Flight Route of KNO-PDG/PDG-KNO
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru CGK-LOP/LOP-CGK Persetujuan Rute Penerbangan Baru CGK-LOP/LOP-CGK
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru ENE-KOE/KOE-ENE Approval for New Flight Route of ENE-KOE/KOE-ENE
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru KOE-WGP/WGP-KOE Approval for New Flight Route of KOE-WGP/WGP-KOE
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru KOE-BJW/BJW-KOE Approval for New Flight Route of KOE-BJW/BJW-KOE
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru BPN-PDG/PDG-BPN Approval for New Flight Route of BPN-PDG/PDG-BPN
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru DJJ-SUB/SUB-DJJ Approval for New Flight Route of DJJ-SUB/SUB-DJJ
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru CGK-TKG/TKG-CGK Approval for New Flight Route of CGK-TKG/TKG-CGK
Surat Letter	Per Pengajuan Per Submission	Persetujuan Rute Penerbangan Baru UPG-RAQ/RAQ-UPG Approval for New Flight Route of UPG-RAQ/RAQ-UPG
Surat Letter	Per Pengajuan Per Submission	Permohonan Pembukaan Rute-Rute Pada Sistem AOL Application for Opening Routes on the AOL System
Surat Letter	Per Pengajuan Per Submission	Permohonan Penambahan Kapasitas Angkutan Udara (<i>Extra Flight</i>) Application for Additional Air Transport Capacity (<i>Extra Flight</i>)
Surat Letter	Per Pengajuan Per Submission	Penambahan Rute Pada Lampiran Surat Ijin Usaha Angkutan Udara Addition of Routes on the Attachment to the Air Transport Business Permits
Surat Letter	1 Kali 1 Time	Surat ke DKP : Penyampaian Surat Pemberitahuan Perubahan Manajemen Keamanan Penerbangan PT Citilink Indonesia Letter to the Directorate of Aviation Security (DKP): Notification on the Changes in Aviation Security Management of PT Citilink Indonesia
Surat Letter	2 Kali 2 Times	Surat ke DKP : Laporan AVSEC <i>Quality Control</i> dan Investigasi Keamanan Penerbangan Internal, Periode Semester 2 Tahun 2019 & Periode Semester 1 Tahun 2020 Letter to DKP : Reporting on AVSEC Quality Control and Internal Aviation Security Investigation, Semester 2 Year 2019 Period & Semester 1 Year 2020 Period
Surat Letter	3 Kali 3 Times	Surat ke DKP : Penyampaian Progress Pemenuhan <i>Evidence Open Finding Audit</i> Keamanan Penerbangan Tahun 2019 Letter to DKP : Information on the Progress of Fulfillment of Evidence Open Finding Aviation Security Audit in 2019
Surat Letter	1 Kali 1 Time	Surat ke DKP : Laporan Investigasi keamanan terkait <i>Security Breach Aircraft Reg.</i> PK-GJS di Bandar Udara Tanjung Karang (TKG) Letter to DKP : Reporting on the Security Investigation regarding the Security Breach Aircraft Reg. PK-GJS at Tanjung Karang Airport (TKG)
Surat Letter	1 Kali 1 Time	Surat ke DKP : Permohonan Izin Pelaksanaan Pemeriksaan Keamanan Tambahan Penerbangan Citilink Indonesia ke Australia Letter to DKP : Application for Permit to Conduct Additional Security Checks for Citilink Indonesia Flights to Australia
Surat Letter	2 Kali 2 Times	Surat ke DKP : Laporan Pelatihan dan Pendidikan Keamanan Penerbangan Letter to DKP : Reporting on the Aviation Safety Training and Education
Surat Letter	1 Kali 1 Time	Surat ke DKP : Laporan Perpanjangan Sementara Lisensi Keamanan Penerbangan Letter to DKP : Reporting on the Temporary Renewal of Aviation Security License

Bentuk Korespondensi Correspondence Type	Frekuensi (kali) Frequency (time)	Perihal Subject
Surat Letter	1 Kali 1 Time	Surat ke DKP : Pengajuan Persetujuan perubahan (revisi) Citilink Indonesia <i>Security Program</i> dan <i>Security Management System Manual</i> Letter to DKP : Application for approval of the changes (revisions) of Citilink Indonesia Security Program and Security Management System Manual
Surat Letter	1 Kali 1 Time	Surat ke DKP : Penyampaian <i>Point of Contact</i> (Komite Nasional Keamanan Penerbangan) Letter to DKP : Information on the Point of Contact (National Committee for Aviation Security)
Surat Letter	1 Kali 1 Time	Surat ke DKP : Surat Permohonan Kebijakan Distribusi <i>Softcopy file</i> Citilink Indonesia <i>Security Program</i> Letter to DKP : Application for Softcopy of Distribution Policy to be filed at Citilink Indonesia Security Program
Surat Letter	1 Kali 1 Time	Surat ke DKP : Penyampaian Program Kerja Pengawasan Internal Tahun 2020 dan pelaporan pelaksanaan pengawasan internal keamanan penerbangan & investigasi PT Citilink Indonesia Letter to DKP : Information on the 2020 Internal Supervision Work Program and reporting on the implementation of internal control of aviation security & investigation in PT Citilink Indonesia
<i>Voluntary Report</i> melalui IMSIS portal DKPPU Voluntary Report melalui IMSIS portal DKPPU	7 Kali 7 Times	<i>Voluntary Report</i> ke DKPPU: Voluntary Report to Directorate of Airworthiness and Aircraft Operation (DKPPU): 1. 07-Oct-2020, PK-GQN, TCAS TA Occurrence 2. 17-Oct-2020, PK-GLM, TCAS TA Occurrence 3. 19-Oct-2020, PK-GTF, <i>Rejected Take Off</i> (RTO) 4. 21-Oct-2020, PK-GLM, <i>Aborted Take Off</i> 5. 24-Oct-2020, PK-GLM, <i>Aborted Take Off</i> 6. 10-Nov-2020, PK-GLF, <i>Go Around</i> 7. 19-Nov-2020, PK-GQO, <i>Go Around</i>
<i>Mandatory Occurrence Report</i> melalui IMSIS portal DKPPU Mandatory Occurrence Report melalui IMSIS portal DKPPU	19 Kali 19 Times	<i>Mandatory Occurrence Report</i> ke DKPPU: Mandatory Occurrence Report to DKPPU: 1. 13-Apr-2020, PK-GLX, <i>Technical Problem</i> 2. 13-May-2020, PK- GQF, <i>Technical Problem</i> 3. 02-Jun-2020, PK-GQQ, <i>Technical Problem</i> 4. 13-Jun-2020, PK-GQA, <i>Bird Strike</i> 5. 29-Jun-2020, PK-GLU, TCAS TA 6. 01-Jul-2020, PK-GLZ, TCAS TA 7. 02-Jul-2020, PK-GQS, TCAS TA 8. 09-Jul-2020, PK-GQO, TCAS TA 9. 09-Aug-2020, PK-GQO, TCAS TA 10. 17-Aug-2020, PK-GQH, <i>Technical Problem</i> 11. 27-Aug-2020, PK-GGC, <i>Technical Problem</i> 12. 30-Aug-2020, PK-GTJ, <i>Diversion</i> 13. 03-Sep-2020, PK-GTF, <i>Technical Problem</i> 14. 04-Sep-2020, PK-GQF, TCAS TA 15. 11-Sep-2020, PK-GYC, <i>Technical Problem</i> 16. 18-Sep-2020, PK-GQU, <i>Bird Strike</i> 17. 09-Oct-2020, PK-GQT, TCAS RA 18. 08-Nov-2020, PK-GQT, TCAS RA 19. 19-Dec-2020, PK-GLV, <i>Technical Problem</i>
Surat Letter	23 Kali 23 Times	Surat Pengajuan Revisi ACL, OPSPEC dan/atau Permohonan Persetujuan ke DKPPU: 1. Penerbangan Internasional A330 NEO PT Citilink Indonesia 2. Penambahan <i>Airport</i> JEDDAH untuk Operasional A330 3. Penambahan <i>Area of Operation</i> ASIA dan AUSTRALIA ATR 4. Penambahan <i>Airport</i> (KTG PSU) untuk Operasional ATR 5. Penambahan <i>Airport</i> Melbourne MEL 6. Permohonan Persetujuan Mengangkut Kargo di Dalam Kabin Penumpang (<i>Passenger Compartment</i>) Ke Negara Cina, Filipina dan Vietnam 7. Pengajuan <i>Exemption Flight Duty Time Limitation</i> 8. Penambahan <i>Airport</i> Kunming untuk Operasional A330

Bentuk Korespondensi Correspondence Type	Frekuensi (kali) Frequency (time)	Perihal Subject
		<p>9. Pengajuan <i>Method of Compliance</i> DGCA AD 04-04-002 pada pesawat PK-GGC</p> <p>10. <i>Supplemental Operation</i> Penambahan Apt MWS A320</p> <p>11. Penambahan <i>Airport</i> WMX B737</p> <p>12. Pengajuan <i>Exemption</i> DGCA AD 15-01-013</p> <p>13. Penambahan <i>Airport</i> GUIYANG-KWE</p> <p>14. Penambahan <i>Airport</i> LOP dan LLO untuk ATR</p> <p>15. Penambahan <i>Airport</i> YIA dengan A330</p> <p>16. <i>Exemption Medical</i> Pilot PT Citilink Indonesia</p> <p>17. Penambahan MEW untuk Operasional ATR</p> <p>18. Penambahan <i>Airport</i> UPG untuk Operasional A330</p> <p>19. Pengembangan Rute Penerbangan A330 Domestik</p> <p>20. Penambahan <i>Airport</i> TRT untuk Operasional ATR</p> <p>21. Penambahan <i>Airport</i> di Wilayah Timur untuk Operasional ATR</p> <p>22. Permohonan <i>Exemption Flight Duty Time</i> CGK-JED vv A330</p> <p>23. Penambahan <i>Airport</i> SOQ untuk Operasional A320</p> <p>Letter of Application for ACL Revision, OPSPEC and/or Approval to DKPPU:</p> <p>1. International Flight A330 NEO of PT Citilink Indonesia</p> <p>2. Addition of JEDDAH Airport for A330 Operation</p> <p>3. Addition of Area of ATR Operation for ASIA and AUSTRALIA</p> <p>4. Addition of Airport (KTG PSU) for ATR Operation</p> <p>5. Addition of Melbourne Airport (MEL)</p> <p>6. Application for Approval to Transport Cargo in the Passenger Compartment to China, the Philippines and Vietnam</p> <p>7. Application for Exemption Flight Duty Time Limitation</p> <p>8. Addition of Kunming Airport for A330 Operation</p> <p>9. Application for Method of Compliance DGCA AD 04-04-002 on PK-GGC Aircraft</p> <p>10. Supplemental Operation Addition of Apt MWS A320</p> <p>11. Addition of Airport WMX B737</p> <p>12. Application for Exemption DGCA AD 15-01-013</p> <p>13. Addition of Airport GUIYANG-KWE</p> <p>14. Addition of Airport LOP and LLO for ATR</p> <p>15. Addition of Airport YIA for A330</p> <p>16. Exemption Medical Pilot PT Citilink Indonesia</p> <p>17. Addition of MEW for ATR Operation</p> <p>18. Addition of Airport UPG for A330 Operation</p> <p>19. Development of Domestic A330 Flight Routes</p> <p>20. Addition of Airport TRT for ATR Operation</p> <p>21. Addition of Airports in the East Area for ATR Operation</p> <p>22. Application for Exemption Flight Duty Time CGK-JED vv A330</p> <p>23. Addition of Airport SOQ for A320 Operation</p>
Surat Letter	8 Kali 8 Times	<p>Surat ke KNKT dan DKPPU Perihal <i>Mandatory Occurrence Report (MOR)</i>:</p> <p>1. Laporan Kejadian <i>Bird Strike</i> CTV771 di Bandar Udara Internasional Adisutjipto, 03 Jan 2020.</p> <p>2. Laporan Kejadian <i>Bird Strike</i> CTV715 di Bandar Udara Internasional Juanda, 10 Jan 2020.</p> <p>3. Laporan Kejadian TCAS – RA CTV1524, 13 Des 2019.</p> <p>4. Laporan Kejadian TCAS – RA CTV100, 21 Jan 2020.</p> <p>5. Laporan Kejadian TCAS – RA CTV022, 18 Feb 2020.</p> <p>6. Laporan Kejadian <i>Bird Strike</i> CTV333 di Bandar Udara Internasional Sultan Hasanuddin, 28 Mar 2020.</p> <p>7. Laporan Kejadian TCAS - RA CTV426, 09 Okt 2020.</p> <p>8. Laporan Kejadian TCAS – RA CTV919, 08 Nov 2020.</p> <p>Letter to National Transportation Safety Committee (KNKT) and DKPPU about the Mandatory Occurrence Report (MOR):</p> <p>1. Reporting on the occurrence of Bird Strike CTV771 at Adisutjipto International Airport on Jan 3, 2020.</p> <p>2. Reporting on the occurrence of Bird Strike CTV715 at Juanda International Airport, 10 Jan 2020.</p> <p>3. Reporting on the occurrence of TCAS – RA CTV1524 on Dec 13, 2019.</p> <p>4. Reporting on the occurrence of TCAS – RA CTV100 on Jan 21, 2020.</p>

Bentuk Korespondensi Correspondence Type	Frekuensi (kali) Frequency (time)	Perihal Subject
		5. Reporting on the occurrence of TCAS – RA CTV022 on Feb 18, 2020. 6. Reporting on the occurrence of Bird Strike CTV333 at Sultan Hasanuddin International Airport on Mar 28, 2020. 7. Reporting on the occurrence of TCAS - RA CTV426 on Oct 9, 2020. 8. Reporting on the occurrence of TCAS – RA CTV919 on Nov 8, 2020.
Surat Letter	1 Kali 1 Time	Surat ke DKPPU: Laporan ALoSP PT Citilink Indonesia Jan – Jun 2020 Letter to DKPPU: Reporting on the ALoSP PT Citilink Indonesia Jan – Jun 2020

MEKANISME PEMBERIAN INFORMASI BAGI PEMANGKU KEPENTINGAN DAN INTERNAL PERUSAHAAN

Pemberian informasi bagi Pemangku Kepentingan dan Internal Perusahaan dilakukan melalui berbagai media seperti tatap muka, surat, email, majalah internal, *website*, siaran pers, dan media sosial.

MAJALAH INTERNAL ATAU BULETIN

Saat ini, Perusahaan sudah memiliki media cetak berupa buletin internal, menampilkan ragam informasi yang berkaitan dengan perkembangan Perusahaan dan kegiatan internal karyawan. Buletin internal diterbitkan setiap bulan sebagai upaya menjembatani kebutuhan Perusahaan dengan karyawan.

PUBLIKASI DAN PEMBERITAAN PERUSAHAAN

Perusahaan memandang media sebagai mitra yang dapat menginformasikan kemajuan dan pencitraan Perusahaan kepada khalayak. Di sepanjang tahun 2020, Perusahaan telah melakukan penyebaran *press release* pada media massa terkait informasi mengenai kinerja dan aksi korporasi Perusahaan, sebanyak 40 kali, dengan rincian sebagai berikut.

MECHANISM OF PROVIDING INFORMATION TO STAKEHOLDERS AND INTERNAL COMPANY

The provision of information for the Stakeholders and Internal Company is done through various media such as face-to-face, letters, emails, internal magazines, websites, press releases, and social media.

INTERNAL MAGAZINE OR NEWSLETTER

Currently, the Company already has printed media in the form of an internal bulletin, displaying various information related to the development of the Company and internal employee activities. An internal bulletin is published every month as an effort to bridge the needs of the Company with employees.

PUBLICATIONS AND NEWS OF THE COMPANY

The Company considers the media as partners who can inform the public about the progress and image of the Company. Throughout 2020, the Company has distributed press releases to the mass media regarding information on the Company's performance and corporate actions, 40 times, with the following details.

Tanggal Rilis Date of Release	Risalah Excerpt
8 Januari 2020 January 8, 2020	Citilink Indonesia Terbangi Rute Kertajati-Jeddah Akomodir Jamaah Umrah Indonesia Citilink Indonesia Serves Kertajati-Jeddah Route to Accommodate Indonesian Umrah Pilgrims
24 Januari 2020 January 24, 2020	Citilink Indonesia Cetak Kinerja Positif Sepanjang Tahun 2019 Citilink Indonesia Records Positive Performance in 2019
25 Januari 2020 January 25, 2020	Citilink Indonesia Capai SLF 95% Pada Penerbangan Perdana Denpasar-Melbourne (Avalon) Citilink Indonesia Achieves 95% SLF on First Denpasar-Melbourne (Avalon) Flight
31 Januari 2020 January 31, 2020	Citilink Indonesia Terbangi Rute Denpasar-Timika Perluas Konektivitas Antar Daerah Citilink Indonesia Serves Denpasar-Timika Route to Expand the Connectivity Between Regions
3 Februari 2020 February 3, 2020	Citilink Indonesia Hentikan Sementara Penerbangan dari dan Menuju Cina Citilink Indonesia temporarily suspends flights to and from China
8 Februari 2020 February 8, 2020	Citilink Indonesia Ramaikan Langit Bandung Terbangi Rute Bandung-Kuala Lumpur Citilink Indonesia Enlivens Bandung Sky by Flying Bandung-Kuala Lumpur Route
10 Februari 2020 February 10, 2020	Tingkatkan Kenyamanan Terbang ke Timur Tengah, Citilink Indonesia Terbang Langsung Surabaya-Jeddah Increasing the Comfort of Flying to the Middle East, Citilink Indonesia Serves Surabaya-Jeddah Direct Flight
1 Maret 2020 March 1, 2020	Hadir di Java Jazz Festival 2020, Citilink Indonesia Luncurkan Karya Kolaborasi dengan <i>Brand</i> Lokal Present at Java Jazz Festival 2020, Citilink Indonesia Launches Collaborative Work with Local Brands
6 Maret 2020 March 6, 2020	Kampanyekan Hidup Sehat, Citilink Gelar "Citilink <i>Traveling</i> Sehat" Campaign for Healthy Living, Citilink Holds "Healthy Citilink Traveling"
23 Maret 2020 March 23, 2020	Cegah Penyebaran Virus COVID-19, Citilink Lakukan Desinfeksi Armada To Prevent the Spread of the COVID-19, Citilink Performs Fleet Disinfection
9 April 2020 April 9, 2020	Citilink Jadikan <i>Cargo</i> dan <i>Charter</i> Sebagai Lini Penunjang Bisnis Citilink Makes Cargo and Charter as Business Support Lines
24 April 2020 April 24, 2020	Terapkan Permenhub No.25/2020, Citilink Hentikan Sementara Penerbangan <i>Reguler</i> dan <i>Charter</i> Penumpang Rute Domestik Implementing Regulation of Transportation Minister No.25/2020, Citilink Temporarily Stops Regular and Charter Flights for Domestic Route
27 April 2020 April 27, 2020	Citilink Terbangi Langit Internasional Maupun Domestik Layani Pengiriman Kargo Citilink Return to Fly the International and Domestic Sky by Serving Cargo Delivery
7 Mei 2020 May 7, 2020	Citilink Kembali Layani Penerbangan Domestik Mulai 8 Mei 2020 Citilink Returns to Serve Domestic Flights Starting on May 8, 2020
20 Mei 2020 May 20, 2020	<i>Freighter</i> Pertama Citilink Uji Terbang Perdana Citilink's First Freighter Having First Test Flight
29 Mei 2020 May 29, 2020	Citilink Siapkan Prosedur <i>New Normal</i> untuk Penerbangan Mulai 1 Juni 2020 Citilink Prepares New Normal Procedures for Flights Starting June 1, 2020
31 Mei 2020 May 31, 2020	Citilink Imbau Calon Penumpang Perhatikan Ketentuan Perjalanan di Daerah yang Dituju Citilink urges prospective passengers to pay attention to travel conditions in the destination area
1 Juni 2020 June 1, 2020	Hari Ini Citilink Melayani Penerbangan Reguler Sebanyak 104 Penerbangan Today Citilink Serves 104 Regular Flights
13 Juli 2020 July 13, 2020	Citilink Gelar <i>Random Check</i> Tes Urin Bersama BNN untuk Karyawan Citilink Holds Random Check on Urine Test for Employees, cooperating with BNN
17 Juli 2020 July 17, 2020	GoPlay dan Citilink Berkolaborasi Hadirkan Pengalaman Baru Nikmati Ratusan Konten Hiburan Selama Penerbangan GoPlay and Citilink Collaborate to Bring New Experiences Enjoy Hundreds of In-flight Entertainment Content

Tanggal Rilis Date of Release	Risalah Excerpt
21 Juli 2020 July 21, 2020	Tingkatkan Kenyamanan Penumpang, Citilink Operasikan Seluruh Penerbangan di Terminal 3 Bandara Soetta Improving the Passenger Convenience, Citilink Operates All Flights at Terminal 3 of Soetta Airport
30 Juli 2020 July 30, 2020	Citilink Raih Penghargaan Sebagai <i>Best Low Cost Airline</i> Di Asia Tiga Kali Berturut-Turut dari Tripadvisor Citilink Wins Award as Best Low Cost Airline in Asia Three Times in a row from Tripadvisor
6 Agustus 2020 August 6, 2020	Citilink Sediakan Layanan <i>Rapid Test</i> Gratis Tawarkan Kemudahan Bagi Pelanggan Citilink Provides Free Rapid Test, Offering Convenience to the Customers
12 Agustus 2020 August 12, 2020	Klarifikasi Citilink Mengenai Kejadian di Bandara Radin Inten II Citilink Clarification Regarding the Incident at Radin Inten II Airport
14 Agustus 2020 August 14, 2020	Citilink Terbangi Langit Bandung, Buka Rute ke Berbagai Daerah Citilink Flies to the Sky of Bandung, Opens Routes to Various Regions
20 Agustus 2020 August 20, 2020	Citilink Gelar "Citilink <i>Domestic Festival</i> - Tamasya Jogja" Citilink Holds "Citilink Domestic Festival - Jogja Tour"
28 Agustus 2020 August 28, 2020	Turut Dukung Pulihkan Pariwisata Indonesia, Citilink Kembali Layani Penerbangan Rute Banyuwangi-Denpasar To Support the Restoration of Indonesian Tourism, Citilink Returns To Serve Banyuwangi-Denpasar Route
2 September 2020 September 2, 2020	Citilink Raih Penghargaan Khusus dari IDX Channel Atas Inovasi ' <i>Travelogistic</i> ' Citilink Earns Special Award from IDX Channel for 'Travelogistic' Innovation
9 September 2020 September 9, 2020	Citilink Luncurkan <i>Betterdeals</i> 9.9 Tawarkan Berbagai Kemudahan Perjalanan Bagi Pelanggan Citilink Launches Betterdeals 9.9 Offering Various Travel Conveniences for Customers
17 September 2020 September 17, 2020	Peringati Hari Perhubungan Nasional, Citilink Merambah ke Timur Indonesia Commemorating the National Transportation Day, Citilink Expands to Eastern Indonesia
28 September 2020 September 28, 2020	Dukung Kampanye Anti Narkoba, Citilink Tingkatkan Kerja Sama dengan BNN To Support Anti-Drug Campaign, Citilink Enhances Cooperation with BNN
15 Oktober 2020 October 15, 2020	Citilink dan BNN Tandatangani Perjanjian Kerja Sama, Komitmen Perangi Narkoba di Indonesia Citilink and BNN Sign Cooperation Agreement, Commitment to Fight Drugs in Indonesia
23 Oktober 2020 October 23, 2020	Citilink Sediakan Tiket Murah Hingga Akhir Tahun 2020 untuk 13 Kota Keberangkatan Citilink Provides Cheap Tickets Until the End of 2020 for 13 Departure Cities
5 November 2020 November 5, 2020	Kembali Menorehkan Prestasi, Citilink Raih Empat Penghargaan Dalam Dua Ajang Kompetisi <i>Branding & Marketing</i> Another Achievement, Citilink Wins Four Awards in Two Branding & Marketing Competitions
10 November 2020 November 10, 2020	Citilink Bebaskan Biaya <i>Reschedule</i> Ataupun <i>Refund</i> Bagi Penumpang yang Terdampak Imbas Kemacetan Menuju Bandara Soetta Citilink Waives Reschedule or Refund Fees for Passengers Affected by Congestion Towards Soetta Airport
16 November 2020 November 16, 2020	Citilink dan ShopeePay Wujudkan Penerbangan Aman dan Terjangkau di Masa Pandemi Citilink and ShopeePay Realize Safe and Affordable Flights During Pandemic
25 November 2020 November 25, 2020	Kembali Merambah ke Timur Indonesia, Citilink Buka Rute Makassar-Ampana Back to Cover Eastern Indonesia, Citilink Opens Makassar-Ampana Route
15 Desember 2020 December 15, 2020	Kembali Merambah ke Timur Indonesia, Citilink Perluas Konektivitas di Nusa Tenggara Timur Back to Cover Eastern Indonesia, Citilink Expands Connectivity in East Nusa Tenggara
18 Desember 2020 December 18, 2020	Kembali Merambah ke Timur Indonesia, Kali Ini Citilink Buka Rute Surabaya-Jayapura Back to Cover Eastern Indonesia, This Time Citilink Opens Surabaya-Jayapura Route
22 Desember 2020 December 22, 2020	Wujudkan Penerbangan Sehat, Citilink dan Antis Kolaborasi Sediakan <i>New Journey Essentials</i> Untuk Penumpang Realize Healthy Flights, Citilink and Antis Collaborate in Providing New Journey Essentials for Passengers

PERTEMUAN DENGAN STAKEHOLDER

Selama tahun 2020, Perusahaan telah melakukan beberapa pertemuan dengan para *stakeholder* terkait, yaitu sebagai berikut:

MEETING WITH STAKEHOLDERS

During 2020, the Company has held several meetings with relevant stakeholders, which are as follows:

Stakeholder Stakeholder	Jenis Pertemuan Type of Meeting	Jumlah Frequency
Pemegang Saham Shareholders	RUPS Tahunan, penyampaian arahan dan/atau persetujuan prinsip, rapat koordinasi bisnis perusahaan, perencanaan bisnis perusahaan Annual GMS, submission of directives and/or approval in principle, business coordination meeting, business planning	Paling sedikit 12 kali pertemuan baik yang dilaksanakan secara resmi maupun penerimaan arahan dan koordinasi secara langsung dan berkesinambungan At least 12 meetings, both officially held and receiving direct and continuous directives and coordination
Karyawan Employees	<ul style="list-style-type: none"> ■ <i>Workshop</i> ■ <i>Sharing session virtual</i> ■ <i>Webinar</i> ■ Syukuran & doa bersama virtual ■ Kegiatan olahraga 	<ul style="list-style-type: none"> ■ Workshop ■ Sharing session virtual ■ Webinar ■ Thanksgiving & Communal Prayers virtually ■ Sports activities
Pelanggan Customers	Survei Kepuasan Pelanggan Customer satisfaction survey	1
Media Massa Mass Media	<ul style="list-style-type: none"> ■ Konferensi Pers ■ Liputan ■ <i>Media Trip</i> 	<ul style="list-style-type: none"> ■ Press Conference ■ Coverage ■ Media Trip

KODE ETIK PERUSAHAAN

Corporate Code of Conduct

Perusahaan menyadari pentingnya keberadaan sebuah pedoman yang mampu membentuk kesesuaian tingkah laku yang etis sehingga kepercayaan pemegang saham dan pemangku kepentingan dapat terjaga dan mencegah intervensi dan dominasi pihak lain. Penetapan kode etik mengacu kepada visi, misi, dan nilai inti Perusahaan dan berperan sebagai pedoman dasar yang berkenaan dengan hal-hal yang terkait dengan pertentangan kepentingan, penanganan informasi, serta penegakan peraturan Perusahaan.

POKOK-POKOK KODE ETIK

Penyusunan pokok-pokok kode etik merujuk pada visi, misi, dan nilai inti Perusahaan sehingga menghasilkan 3 (tiga) pokok utama *Code of Conduct*, yaitu:

1. *Simple* (Kemudahan)

Pegawai Citilink diharapkan senantiasa memberi kemudahan pelayanan kepada internal dan eksternal Citilink dengan mengedepankan inovasi dan adaptif terhadap perubahan.

Dalam menerapkan nilai *simple*, pegawai Citilink harus berperilaku :

a. Perilaku Mudah

Do (yang harus dilakukan):

- Memberikan solusi yang paling efektif dan cepat dengan semangat membantu pelanggan
- Memberikan informasi dengan akurat kepada pelanggan
- Membuat proses yang sederhana namun sesuai dengan prosedur yang berlaku
- Memberikan kemudahan dalam mengakses sistem atau informasi
- Memberikan pelayanan secara cepat kepada pelanggan internal dan eksternal
- Berperilaku sesuai dengan etika moral, hukum dan aturan perusahaan yang berlaku

Don't (yang tidak boleh dilakukan):

- Mempersulit pelanggan dengan proses birokrasi yang rumit.
- Melihat sesuatu hal berdasarkan dari sudut pandang pribadi saja

The Company realizes the importance of having a guideline that is able to establish conformity with ethical behavior so that the trust of shareholders and stakeholders can be maintained and prevent intervention and domination by other parties. The establishment of a code of conduct refers to the vision, mission, and core values of the Company and acts as a basic guideline in dealing with matters related to conflicts of interest, handling information, and enforcing Company regulations.

PRINCIPLES OF THE CODE OF CONDUCT

The formulation of the code of conduct principles refers to the vision, mission, and core values of the Company so as 3 (three) principles of the Code of Conduct have been produced, namely:

1. *Simple*

Citilink employees are expected to always provide convenient services to Citilink internal and external customers by prioritizing innovation and be adaptive to change.

In applying the simple principle, Citilink employees must behave :

a. Simple

Do:

- Provide the most effective and fast solutions with the spirit of helping the customers
- Provide accurate information to the customers
- Make a simple process but in accordance with applicable procedures
- Provides convenience in accessing systems or information
- Provide fast service to internal and external customers
- Behave in accordance with applicable moral ethics, laws and company rules

Don't:

- Put customers in difficulty with complicated bureaucratic processes.
- Seeing things from a personal point of view only

- Mengabaikan/alpa dalam mengatasi masalah *client*
- Menunda pekerjaan
- Lambat dalam proses/memberikan respon

b. Perilaku Inovatif

Do (yang harus dilakukan) :

- Mencari terobosan dalam upaya perbaikan berkesinambungan
- Menyajikan hal-hal baru untuk menyederhanakan proses
- Memberikan ide-ide yang di luar dari kebiasaan
- Mengembangkan teknologi yang ramah (*friendly*) sesuai kebutuhan pelanggan
- Memiliki pandangan yang visioner

Don't (yang tidak boleh dilakukan):

- Terpaku pada kebijakan yang ada, tidak melakukan proses *review* atau evaluasi
- Memiliki banyak ide tanpa orientasi rencana tindakan yang aplikatif
- Segan mencari cara lain dalam menghadapi masalah
- Memberikan solusi apa adanya dan terkesan kurang memuaskan pelanggan
- Pasif dan tidak peduli

c. Perilaku Adaptif

Do (yang harus dilakukan):

- Menyesuaikan bisnis proses dan kemampuan yang dimiliki sesuai dengan perkembangan terkini
- Berpikir positif dan mampu menyesuaikan diri terhadap perubahan
- Mampu melihat *trend* baru di luar dan cepat melakukan/mengusulkan perubahan di dalam organisasi
- Menerima saran dan kritik akan perubahan dengan sportif
- Melakukan adaptasi situasi dengan cepat untuk solusi yang tepat

- Ignoring/negligent in dealing with client problems
- Procrastinating at work
- Slow in processing/responding

b. Innovative

Do:

- Look for breakthroughs in continuous improvement efforts
- Present new things to simplify the process
- Provide ideas out of the box
- Develop friendly technology according to the customer needs
- Having a visionary view

Don't:

- Stick to the existing policies, not conducting a review or evaluation process
- Having lots of ideas without orientation to applicable action plan
- Reluctant to find other ways to deal with problems
- Provide solutions per se and seem unsatisfactory to customers
- Passive and don't care

c. Adaptive

Do:

- Adjust the business processes and capabilities in accordance with the latest developments
- Positive thinking and able to adapt to change
- Able to see new trends outside and quickly make/propose changes within the organization
- Accept suggestions and criticism of changes with sportsmanship
- Adapt to the situation quickly for the right solution

Don't (yang tidak boleh dilakukan):

- Menutup diri, tidak peduli dengan yang lain dan lingkungan
- Menolak bekerjasama dan menolak perubahan
- Nyaman dengan status quo
- Stagnan dan tidak mau berubah
- Tidak menerima ide perubahan

2. Prompt (Ringkas dan cepat)

Pegawai Citilink diharapkan senantiasa menjadi insan yang fokus pada solusi dengan menunjukkan sikap proaktif berlandaskan kepada integritas.

Dalam menerapkan nilai *Prompt*, pegawai Citilink harus berperilaku:

a. Perilaku Fokus pada Solusi

Do (yang harus dilakukan):

- Memberikan saran terbaik kepada pelanggan sesuai kebijakan yang berlaku
- Menyelesaikan masalah dengan tuntas
- Memberikan kontribusi positif terhadap semua masalah
- Memberikan solusi dengan menyelesaikan masalah sampai pada akarnya
- Berpikiran positif dan tenang

Don't (yang tidak boleh dilakukan):

- Memberikan solusi sementara saja. Tambal sulam saja bahkan menimbulkan masalah baru
- Mencari berbagai alasan untuk menghindari keluhan pelanggan
- Bersikap pesimistis, tidak menjadi *problem solver*
- Penyelesaian tidak tuntas atau menyelesaikan masalah namun tidak tuntas
- Menyalahkan orang lain di sekitarnya

b. Perilaku Proaktif

Do (yang harus dilakukan):

- Bertindak untuk memberikan solusi terbaik bagi pelanggan

Don't:

- Close yourself from and don't care about others and the environment
- Refuse to cooperate and resist the change
- Comfortable with the status quo
- Stagnant and not willing to change
- Will not accept any idea of change

2. Prompt

Citilink employees are expected to always be solution-focused people by showing a proactive attitude based on integrity.

In implementing the Prompt principle, the Citilink employees must behave:

a. Focus on Solution

Do:

- Provide the best advice to customers according to the applicable policies
- Completely solve the problem
- Make a positive contribution to all problems
- Provide solutions by solving problems to the root
- Positive thinking and poise

Don't:

- Only provide a temporary solution, patchwork even create new problems
- Look for various reasons to avoid customer complaints
- Be pessimistic, not a problem solver
- Solve the problem but incomplete
- Blame others around

b. Proactive

Do:

- Act to provide the best solution for customers

- Memiliki inisiatif untuk aktif melakukan perbaikan
- Berusaha memberikan yang terbaik untuk perusahaan
- Memberikan solusi bahkan lebih dari isu yang nampak
- Bertindak dengan mengedepankan usaha yang penuh dengan terobosan dalam setiap tugas

Don't (yang tidak boleh dilakukan):

- Melakukan hanya berdasar SOP dan peraturan yang berlaku
- Hanya menunggu dan menghindari masalah
- Lambat dalam melakukan perbaikan.
- Sikap malas dalam bekerja
- Memperlambat proses

c. Perilaku Integritas

Do (yang harus dilakukan):

- Menaati kebijakan perusahaan dan menjalankan prinsip *Good Corporate Governance*
- Memiliki rasa tanggungjawab untuk memberikan layanan terbaik kepada setiap pelanggan
- Berani berkata benar sesuai fakta yang ada
- Berpegang teguh pada kejujuran dan kebenaran
- Melayani dengan nilai holistik, kejujuran, dan disiplin yang tinggi

Don't (yang tidak boleh dilakukan):

- Bertingkah laku yang memberikan risiko tinggi ke perusahaan, menyembunyikan data dan berkelit
- Menerima gratifikasi
- Bekerja hanya memenuhi kewajiban.
- Memanipulasi data, informasi atau laporan untuk kepentingan pribadi.
- Memberikan peluang untuk hal yang menyimpang dari aturan.

- Have the initiative to actively make improvements
- Always try to give the best for the Company
- Provide solutions to even more than the obvious issues
- Act by prioritizing the efforts that are full of breakthroughs in every task

Don't:

- Do things only based on SOP and applicable regulations
- Just wait and avoid problems
- Slow to make repairs
- Lazy attitude at work
- Slow down the process

c. Integrity Behavior

Do:

- Comply with the Company's policies and implement the principles of Good Corporate Governance
- Have a sense of responsibility to provide the best service to every customer
- Dare to say the truth according to the facts
- Hold fast to honesty and truth
- Serving with holistic values, honesty, and high discipline

Don't:

- Behavior that gives high risk to the Company, like hiding the data and circumventing
- Receive gratuities
- Working only to fulfill obligations
- Manipulate the data, information or reports for personal gain
- Provide opportunities for things that deviate from the rules.

3. *Polite* (Sopan dan santun)

Pegawai Citilink senantiasa menjadi insan yang berempati dan menghargai kebutuhan pelanggan dengan semangat untuk memberikan yang terbaik.

Dalam menerapkan nilai *Polite*, pegawai Citilink harus berperilaku:

a. Perilaku Empati

Do (yang harus dilakukan):

- Ramah dalam berkomunikasi dengan pelanggan
- Mengedepankan kepentingan sesama/perusahaan.
- Menunjukkan sikap menghormati dan menghargai rekan kerja.
- Mendengarkan keluhan dengan serius dan mencari jalan keluar terbaik
- Bersedia meluangkan waktu untuk terlibat dalam pencapaian kerja bersama (usulan tambahan)

Don't (yang tidak boleh dilakukan):

- Tergesa-gesa dalam melakukan komunikasi
- Menempatkan kepentingan sendiri untuk suatu penyelesaian tanpa mempertimbangkan kondisi pelanggan
- Egois atau mengekspresikan emosional kepada pelanggan tanpa melihat dampak di kemudian hari
- Bersikap acuh dan mementingkan kepentingan pribadi atau golongan
- Melayani pelanggan dengan emosional tanpa melihat kondisi pelanggan

b. Perilaku Menghargai

Do (yang harus dilakukan):

- Memberikan pelayanan terbaik tanpa membedakan pelanggan
- Peduli kepada rekan lain dengan memberi bantuan, bimbingan dan nasihat
- Menangani masalah dengan mengedepankan kualitas layanan dan penghargaan

3. Polite

The Citilink employees are always people who empathize and respect the customer needs with a passion to provide the best.

In implementing the Polite principle, the Citilink employees must behave with:

a. Empathy

Do:

- Friendly in communicating with customers
- Prioritizing the interests of others/Company
- Show respect and appreciation for co-workers.
- Listen to complaints seriously and find the best solution
- Willing to take the time to be involved in the achievement of collective work (proposed addition)

Don't:

- Hasty in communicating
- Placing self-interest for a solution without considering the customer's condition
- Selfish or express emotions to customers without seeing the repercussions in the future
- Being indifferent and prioritizing personal or group interests
- Serving the customers emotionally regardless of the customer's condition

b. Respect

Do:

- Providing the best service without discriminating against customers
- Caring for other colleagues by providing help, guidance and advice
- Handling problems by prioritizing service quality and respect

- Bersikap hormat dan santun
- Menilai positif pekerjaan orang lain

Don't (yang tidak boleh dilakukan):

- Sikap acuh di dalam lingkungan
- Bekerja tanpa melibatkan diri dalam kolaborasi team work
- Memilih-milih permasalahan tergantung siapa yang ditangani
- *Underestimate* orang lain / keadaan
- Membedakan layanan kepada pelanggan

c. Perilaku Semangat memberikan yang terbaik

Do (yang harus dilakukan):

- Memberikan *influence* dengan spirit yang selalu positif
- Pantang menyerah dalam menghadapi masalah
- Menetapkan standar tinggi sebagai indikator keberhasilan
- Mengupayakan penyelesaian dengan upaya maksimal
- Memiliki keinginan yang konsisten untuk memberikan yang terbaik

Don't (yang tidak boleh dilakukan):

- Ingkar janji
- Mudah puas dengan pencapaian yang ada
- Menyelesaikan masalah dengan tidak bersemangat dan terkesan terpaksa
- Menunda memberikan penyelesaian
- Skeptis, pemikiran sempit atau memberikan pengaruh negatif kepada lingkungan

Dalam menjamin penerapan pokok-pokok *Code of Conduct* secara komprehensif di seluruh kegiatan usaha Perusahaan, seluruh pegawai Citilink diharuskan memiliki kompetensi yang diatur dalam Citilink *Major Competence*.

- Be respectful and courteous
- Appraise the work of others positively

Don't:

- Be indifferent in the environment
- Work without involving yourself in team work collaboration
- Picky in choosing the problem to handle by considering the person behind it
- Underestimate other people/circumstances
- Differentiate service to customers

c. Passion to give the best

Do:

- Give influence with a positive spirit
- Never give up in the face of problems
- Setting high standards as an indicator of success
- Strive for a solution with maximum effort
- Have a consistent desire to give the best

Don't:

- Break the promise
- Be easy to get satisfied with existing achievements
- Solve the problems with lack of enthusiasm and seems forced
- Delay in giving a solution
- Be skeptic, narrow-minded or negative influence in the environment

In ensuring the comprehensive implementation of the *Code of Conduct* principles in all of the Company's business activities, all Citilink employees are required to have the competencies stipulated in the Citilink *Major Competence*.



Managing Work
(Pengelolaan Tugas / Pekerjaan)

Pegawai Citilink diharapkan dapat mengelola waktu dan sumber daya secara efektif untuk dapat menyelesaikan tugas dan pekerjaan secara efisien.

Dalam menunjukkan sikap *Managing Work*, Pegawai Citilink diharuskan untuk:

- Dapat menyusun skala prioritas pada tugas dan pekerjaannya;
- Membuat persiapan sebelum melaksanakan tugas;
- Mengalokasikan waktu secara efektif untuk menyelesaikan tugas dan pekerjaan, serta berkoordinasi dengan rekan kerja dalam menyusun jadwal untuk menghindari konflik;
- Dapat memanfaatkan sumber daya Perusahaan untuk menyelesaikan tugas dan pekerjaan secara efisien; dan
- Memanfaatkan waktu secara efektif dan dapat menghindari isu-isu yang tidak relevan dengan pekerjaan.

Citilink employees are expected to be able to manage time and resources effectively to complete the tasks and work efficiently.

In showing the attitude of *Managing Work*, Citilink employees are required to:

- Be able to set priorities on the task and work;
- Make preparations before carrying out the task;
- Allocate time effectively to complete tasks and work, as well as coordinate with colleagues in preparing schedules to avoid conflicts;
- Be able to utilize the Company resources to complete tasks and work efficiently; and
- Utilize time effectively and be able to avoid issues that are not relevant to work.



Adaptability
(Adaptasi)

Pegawai Citilink diharapkan dapat beradaptasi secara efektif terhadap perubahan-perubahan lingkungan antara lain perubahan strategi perusahaan, perubahan teknologi, dan lain sebagainya.

Penunjukkan sikap *Adaptability* mengharuskan pegawai Citilink untuk:

- Dapat menghadapi perubahan secara efektif pada berbagai macam situasi, misalnya perubahan tugas dan tanggung jawab; dan
- Dapat menyesuaikan gaya interpersonal agar dapat berinteraksi secara efektif dengan berbagai karakter individu.

Citilink employees are expected to be able to adapt effectively to environmental changes, including changes in the Company strategy, changes in technology, and so on.

The adaptability attitude requires Citilink employees to:

- Be able to deal effectively with changes in various situations, such as changing duties and responsibilities; and
- Be able to adapt interpersonal style in order to interact effectively with various individual characters.



Initiating Action
(Tindakan Inisiatif)

Pegawai Citilink diharapkan dapat bertindak secara cepat atau proaktif dalam menyelesaikan tugas dan pekerjaan.

Penunjukkan sikap *Initiating Action* mengharuskan pegawai Citilink untuk:

- Bertindak cepat apabila dihadapkan pada suatu masalah;
- Memberikan gagasan atau solusi baru dengan cepat dan tidak menunggu; dan
- Berani melakukan tindakan di luar dari persyaratan kerja dalam mencapai tujuan.

Citilink employees are expected to act quickly or proactively in completing tasks and work.

The Initiating Action attitude requires Citilink employees to:

- Act quickly in the face of a problem;
- Provide new ideas or solutions quickly and without waiting; and
- Dare to take action outside of work requirements in achieving goals.

 <p>Integrity (Integritas)</p>	<p>Pegawai Citilink diharapkan senantiasa patuh terhadap norma-norma sosial, kode etik perusahaan, peraturan perusahaan dan peraturan perundang-undangan yang berlaku.</p> <p>Dalam menunjukkan sikap Integritas, Pegawai Citilink harus :</p> <ul style="list-style-type: none"> ■ Memiliki kejujuran yang tinggi, memberikan informasi dan data secara lengkap dan akurat. ■ Menunjukkan komitmen dengan apa yang sudah dijanjikan serta menjaga informasi rahasia perusahaan. ■ Tidak melakukan hal-hal yang dapat merugikan perusahaan baik secara langsung maupun tidak langsung. <p>Berperilaku secara konsisten dalam berbagai situasi.</p> <p>Citilink employees are expected to always comply with social norms, company code of conduct, company regulations and applicable laws and regulations.</p> <p>To showing the Integrity attitude, Citilink employees must :</p> <ul style="list-style-type: none"> ■ Have high honesty, provide complete and accurate information and data. ■ Show commitment to what has been promised and keep the Company's confidential information. ■ Do not do things that can harm the Company, either directly or indirectly. <p>Behave consistently in various situations.</p>
 <p>Safety Awareness (Kesadaran akan Keselamatan)</p>	<p>Pegawai Citilink diharapkan dapat mengidentifikasi dan melakukan tindak koreksi terhadap kondisi atau situasi yang dapat mengancam aspek keselamatan, memegang teguh pada standar keselamatan perusahaan.</p> <p>Dalam menunjukkan sikap <i>safety awareness</i>, Pegawai Citilink harus :</p> <ul style="list-style-type: none"> ■ Dapat mengidentifikasi lingkungan kerja yang berbahaya dengan melakukan pemeriksaan peralatan kerja dan/atau lingkungan kerja secara berkala. ■ Melaporkan atau mengoreksi kondisi kerja yang tidak aman, memberikan rekomendasi dan/atau meningkatkan prosedur keselamatan dan keamanan, serta menegakan peraturan dan prosedur keselamatan. <p>Memonitor isu-isu yang mengancam aspek keselamatan atau keamanan setelah melakukan tindakan korektif dan memastikan kepatuhan terhadap standar keselamatan dan keamanan.</p> <p>Citilink employees are expected to be able to identify and take corrective action against conditions or situations that can threaten safety aspects, adhere to company safety standards.</p> <p>To showing the Safety Awareness attitude, the Citilink employees must :</p> <ul style="list-style-type: none"> ■ Be able to identify a hazardous work environment by checking work equipment and/or work environment regularly. ■ Report or correct unsafe working conditions, provide recommendations and/or improve safety and security procedures, and enforce safety rules and procedures. <p>Monitor the issues that threaten safety or security aspects after taking corrective actions and ensuring compliance with safety and security standards.</p>

SOSIALISASI KODE ETIK

Dalam menjamin penerapan kode etik secara menyeluruh, Perusahaan senantiasa memberikan sosialisasi dan diseminasi nilai-nilai kode etik secara berkala melalui penyediaan media internal Citilink yang memungkinkan seluruh pegawai untuk mengakses *Code of Conduct* setiap saat oleh *Human Resources Information System* (HRIS) Citilink bernama We-link.

DISSEMINATION OF THE CODE OF CONDUCT

To ensure the implementation of code of conduct as a whole, the Company always provides socialization and dissemination of the values of the code of ethics on a regular basis through the Citilink internal media that allow all employees to access the Code of Conduct at any time provided by the Citilink's Human Resources Information System (HRIS) called We-link.

PENEGAKAN CODE OF CONDUCT

Keberadaan *Code of Conduct* dalam lingkup Perusahaan berlaku bagi seluruh insan Citilink di seluruh jenjang organisasi, termasuk Dewan Komisaris, Direksi, hingga karyawan dan individu lain yang terlibat langsung dengan kegiatan operasional Citilink. Dalam penegakannya, Perusahaan menekankan pada pemahaman pokok-pokok kode etik sebagai landasan yang menjamin keberhasilan implementasi nilai-nilai yang terkandung dalam *Code of Conduct*. Komitmen untuk mematuhi *Code of Conduct* juga telah dinyatakan seluruh pegawai melalui pengisian pernyataan kepatuhan di dalam Pakta Integritas Pegawai dan komitmen tersebut diperbaharui setiap tahun.

Perusahaan juga memiliki mekanisme pelaporan atas dugaan penyimpangan terhadap nilai-nilai *Code of Conduct* melalui *Whistleblowing System* (WBS). Setiap pelaporan penyimpangan yang diterima Perusahaan akan ditinjau dan ditindaklanjuti dengan ketentuan pemberian sanksi dan peringatan. Kebijakan pemberian sanksi bagi Dewan Komisaris dan Direksi yang terbukti melakukan pelanggaran *Code of Conduct* dilakukan dengan mengikuti ketentuan dalam Anggaran Dasar dan keputusan RUPS, sementara pemberian sanksi dan/atau peringatan kepada pegawai dilakukan dengan merujuk pada peraturan kepegawaian yang berlaku.

JUMLAH PELANGGARAN KODE ETIK

Sebagai realisasi penegakan Pedoman Standar Perilaku Perusahaan, berikut rincian sanksi yang dikenakan terkait penegakan Kode Etik selama tahun 2020:

Kategori Pelanggaran Violation Category	Jenis Sanksi Type of Sanction	Jumlah Pelanggaran Number of Violations
Pelanggaran Tingkat I Violation of Level I	SP 1 Warning Letter (SP) 1	23
Pelanggaran Tingkat II Violation of Level II	SP 2 Warning Letter (SP) 2	12
Pelanggaran Tingkat IIA Violation of Level IIA	SP 2 dan Penurunan Upah 10% Warning Letter (SP) 2 and Salary Cut by 10%	2
Pelanggaran tingkat IIB Violation of Level IIB	SP 2 dan Penurunan Upah 30% Warning Letter (SP) 2 and Salary Cut by 30%	0
Pelanggaran tingkat III Violation of Level III	PHK Lay Off	3

ENFORCEMENT OF THE CODE OF CONDUCT

The Code of Conduct of the Company applies to all Citilink personnel at all levels of the organization, including the Board of Commissioners, the Board of Directors, to employees and other individuals who are directly involved with Citilink's operational activities. In its enforcement, the Company emphasizes understanding the principles of the Code of Conduct as the foundation to ensure its successful implementation. The commitment to comply with the Code of Conduct has also been stated by all employees through filling out a compliance statement in the Employee Integrity Pact and this commitment is renewed every year.

The Company also has a reporting mechanism for alleged violation of the Code of Conduct called the Whistleblowing System (WBS). Every allegation report received by the Company will be reviewed and followed up with the provision of sanctions and warnings. The policy of imposing sanctions for the Board of Commissioners and the Board of Directors who are proven to have violated the Code of Conduct is carried out by following the provisions in the Articles of Association and resolutions of the GMS, while sanctions and/or warnings to employees are imposed by referring to the applicable employment regulations.

NUMBER OF VIOLATIONS OF THE CODE OF CONDUCT

As a realization of the enforcement of the Company's Code of Conduct, the following are the details of the sanctions imposed for the violations occurred during 2020:

Penegakkan kode etik tahun 2019:

Enforcement of the Code of Conduct in 2019:

Kategori Pelanggaran Violation Category	Jenis Sanksi Type of Sanction	Jumlah Pelanggaran Number of Violations
Pelanggaran Tingkat I Violation of Level I	SP 1 Warning Letter (SP) 1	11
Pelanggaran Tingkat I Violation of Level I	SP 1 dan pengembalian uang <i>reimbursement</i> fiktif Warning Letter (SP) 1 and repayment of the fictitious reimbursement funds	421
Pelanggaran Tingkat II Violation of Level II	SP 2 Warning Letter (SP) 2	1
Pelanggaran tingkat III Violation of Level III	PHK Lay Off	2

Pada bulan Juni 2020, terdapat perubahan ketentuan *Human Capital Manual* (HCM) tentang Pelanggaran Disiplin Pegawai. Kategori pelanggaran yang semula tingkat I, II, dan III menjadi kategori pelanggaran tingkat I, II A, II B, dan III. Pada kategori pelanggaran tingkat II A dan II B terdapat sanksi penurunan upah sebesar 10% dan 30% dengan masa berlaku selama 12 (dua belas) bulan.

Terjadi penurunan yang signifikan untuk pegawai yang melakukan pelanggaran pada tahun 2020, hal ini dikarenakan pada tahun 2019 terdapat pelanggaran akibat kasus klaim asuransi fiktif yang dilakukan oleh pegawai. Setelah dilakukan koordinasi dengan pihak asuransi dan manajemen sehingga diperbaharunya prosedur untuk klaim asuransi maka berdampak pada penurunan pelanggaran pegawai.

Pada tahun 2020 terdapat kenaikan sedikit untuk kategori pelanggaran tingkat III, dimana hal tersebut diakibatkan oleh pelanggaran berat yang dilakukan oleh pegawai dan sesuai dengan peraturan perusahaan bahwa sanksinya adalah Pemutusan Hubungan Kerja (PHK).

In June 2020, there was a change in the provisions of the *Human Capital Manual* (HCM) regarding Employee Discipline Violations. The categories of violations that were originally level I, II, and III became level I, II A, II B, and III. In the category of violations of level II A and II B, there are sanctions for a cut in wages of 10% and 30% with a validity period of 12 (twelve) months.

There was a significant decrease for employees who committed violations in 2020, this is because in 2019 there were high number of cases of fictitious insurance claims made by employees. After coordinating with the insurance provider and management, the procedure for insurance claims have been updated, leading to the drop of the violations.

In 2020 there was a slight increase in the category of level III violations, caused by serious violations committed by the employees and in accordance with the Company's regulations the sanction was Termination of Employment (lay off).

KEBIJAKAN ANTI KORUPSI DAN GRATIFIKASI

Anti-Corruption and Anti-Gratification Policy

Citilink berkomitmen dalam menjalankan implementasi GCG dengan berlandaskan pada prinsip-prinsip korporasi yang sehat dan patuh terhadap regulasi yang berlaku. Sebagai wujud komitmen Citilink dalam menerapkan prinsip *Good Corporate Governance* serta menghindari adanya benturan kepentingan dengan pemangku kepentingan, Citilink memiliki kebijakan anti korupsi dan anti gratifikasi sebagai bagian dari perangkat kebijakan GCG.

Sepanjang tahun 2020, realisasi kebijakan anti korupsi dan anti gratifikasi diwujudkan dalam bentuk imbauan dengan dikeluarkannya Surat Edaran Nomor CITILINK/JKTDSQG/SE-70008/0520 tanggal 18 Mei 2020 tentang Himbuan Larangan Penerimaan Hadiah/Bingkisan Hari Raya Keagamaan/Hari Besar Lainnya dan Surat Edaran Nomor: CITILINK/JKTDSQG/SE-70016/1220 tanggal 16 Desember 2020 tentang Larangan Penerimaan/Pemberian Hadiah/Bingkisan Hari Raya Keagamaan/Hari Raya Besar Lainnya. Surat edaran tersebut mengatur bahwa seluruh pegawai Citilink tidak diperbolehkan menerima dan/atau meminta bingkisan ataupun bentuk pemberian lainnya yang berkaitan dengan hari raya keagamaan atau dalam kondisi apapun dari/kepada seluruh pemangku kepentingan dan pihak-pihak lainnya yang berhubungan dengan Citilink. Perusahaan juga telah menyampaikan sosialisasi berupa publikasi infografis mengenai gratifikasi guna memberikan pemahaman kepada seluruh pegawai. Selain itu juga terdapat pelaporan dari pegawai yang berada dalam kondisi sulit untuk menghindar dan melakukan penolakan atas gratifikasi sehingga terjadi penerimaan gratifikasi.

Setiap penerimaan gratifikasi dilaporkan kepada unit pengelola laporan gratifikasi. Unit ini akan melakukan rekapitulasi laporan penerimaan dan menindaklanjutinya dengan penyaluran kepada badan-badan sosial dengan berita acara penerimaan yang diketahui dan dilaporkan kepada *Board of Directors*.

Citilink is committed to implementing GCG based on sound corporate principles and complying with applicable legislation. As part of the Citilink's commitment to implementing Good Corporate Governance principles and avoiding conflicts of interest with stakeholders, Citilink has an anti-corruption and anti-gratification policy as part of the GCG policy.

Throughout 2020, the realization of anti-corruption and anti-gratification policy manifested in the form of an appeal by issuing Circular Letter Number CITILINK/JKTDSQG/SE-70008/0520 dated May 18 2020 concerning the Prohibition of Accepting Gifts/Religious Holiday/Others and Circular Number: CITILINK/JKTDSQG/SE-70016/1220 dated December 16, 2020 regarding the Prohibition of Accepting/Giving Gifts/Gifts for Religious Holidays/Other Holidays. The Citilink employees are not allowed to receive and/or ask for gifts or other forms of gifts related to religious holidays or under any circumstances from/to all stakeholders and other parties related with Citilink. The Company has also conveyed socialization in the form of infographic publications regarding gratuities to provide understanding to all employees. In addition, there are reports from employees who are in difficult conditions to avoid and reject gratuities so that the acceptance of gratuities occurs.

Each gratuity receipt is reported to the gratification report management unit. This unit will recapitulate the reports received and follow them up with the distribution of the gifts to social agencies with a known acceptance report and reported all to the Board of Directors.

KEBIJAKAN PENGADAAN BARANG DAN JASA

Goods and Services Procurement Policy

Pengadaan Barang dan/atau Jasa adalah kegiatan yang dilaksanakan dalam rangka mendapatkan Barang dan/atau Jasa untuk kepentingan perusahaan yang prosesnya dimulai dari perencanaan kebutuhan sampai dipenuhinya Barang dan/atau Jasa yang dibutuhkan, dimana dalam setiap tahapannya melibatkan divisi atau unit terkait.

Proses Pengadaan Barang dan/atau Jasa di lingkungan PT Citilink Indonesia dilakukan dengan merujuk pada SOP pengadaan barang dan jasa dengan nomor SOP: CITILINK/JKTIB/SOP/001/2016 tentang Pedoman Pengadaan Barang dan Jasa Bukan Pesawat dan Jasa Keuangan. Sesuai dengan Pedoman tersebut, pelaksanaan Pengadaan Barang dan/atau Jasa dilakukan dengan prinsip efektif, efisien, akuntabel, kompetitif, transparan, adil & wajar, terbuka, independen, berintegritas, dan *best practice*. Selain itu, PT Citilink Indonesia juga berkomitmen untuk senantiasa menerapkan kode etik *Prudence, Reliable, Integrity* dan *Efficient* dalam rangka pemenuhan prinsip tata kelola perusahaan yang baik.

The procurement of goods and/or services is an activity conducted in order to obtain goods and/or services for the benefit of the Company whose process starts from planning the needs until the fulfillment of the required goods and/or services, which in each stage involves related divisions or units.

The process of Goods and/or Services Procurement within PT Citilink Indonesia is carried out by referring to the SOP for the procurement of goods and services number: CITILINK/JKTIB/SOP/001/2016 concerning Guidelines for the Procurement of Non-Aircraft Goods and Services and Financial Services. In accordance with the Guidelines, the Procurement of Goods and/or Services is implemented with the principles of being effective, efficient, accountable, competitive, transparent, fair & reasonable, open, independent, with integrity, and best practice. In addition, PT Citilink Indonesia is also committed to always implementing the Prudence, Reliable, Integrity and Efficient code of conduct in order to fulfill the principles of good corporate governance.

SISTEM PELAPORAN PELANGGARAN (WHISTLEBLOWING SYSTEM)

Whistleblowing System

Sistem pelaporan pelanggaran (*Whistleblowing System/ WBS*) merupakan mekanisme pelaporan atas dugaan atau indikasi penyimpangan dan kecurangan yang terjadi dalam lingkungan Perusahaan. Kehadiran kebijakan WBS berperan sebagai salah satu usaha Perusahaan dalam menerapkan prinsip korporasi yang sehat melalui penegakan kedisiplinan serta menciptakan iklim usaha yang berlandaskan pada etika serta kepatuhan terhadap ketentuan dan peraturan perundang-undangan yang berlaku.

Keberadaan sistem pelaporan pelanggaran sebagai bagian dari pengendalian internal berperan sebagai sistem deteksi dini (*early warning system*) bagi Perusahaan sekaligus memberikan wadah yang jelas dan terstruktur bagi seluruh individu Perusahaan untuk melaporkan indikasi penyimpangan dan kecurangan dengan jaminan kerahasiaan identitas sebagai pelapor.

MEKANISME PENYAMPAIAN PELAPORAN PELANGGARAN

Penyampaian laporan pelanggaran dilakukan dengan berdasarkan kenyataan dan bukti serta tidak didasari oleh fitnah. Proses penyampaian pelaporan pelanggaran dilakukan melalui media email yang disediakan Perusahaan whistleblower@citilink.co.id.

PERLINDUNGAN BAGI WHISTLEBLOWER

Dalam penerapan sistem pelaporan pelanggaran, Perusahaan memiliki kebijakan untuk menjamin kerahasiaan identitas pelapor dan menjamin keamanan pelapor dari segala tindakan balas dendam. Hal ini dimaksudkan untuk memberikan kebebasan bagi pelapor untuk menyampaikan pengaduan terkait penyimpangan dan kecurangan yang ditemukan dalam lingkungan Perusahaan tanpa tekanan dan ancaman dari pihak lain.

The Whistleblowing System (WBS) is a reporting mechanism for allegations or indications of irregularities and fraud that occur within the Company. The presence of the WBS policy plays a role as one of the Company's efforts in implementing sound corporate principles through the enforcement of discipline and creating a business climate based on ethics and compliance with applicable laws and regulations.

The WBS, as part of internal control, acts as an early warning system for the Company as well as to provide a clear and structured forum for all individuals in the Company to report indications of irregularities and fraud with the assurance of identity confidentiality for the reporter.

MECHANISM FOR SUBMITTING A VIOLATION REPORT

The violation reports must be submitted based on facts and evidence, not slander. The violation reports can be sent via email to the Company through whistleblower@citilink.co.id.

WHISTLEBLOWER PROTECTION

In implementing the violation reporting system, the Company has a policy to ensure the confidentiality of the reporter's identity and guarantee the security of the reporter from any acts of retaliation. This is intended to provide freedom for whistleblowers to submit complaints related to irregularities and fraud found within the Company without pressure and threats from other parties.

PENANGANAN PENGADUAN

Proses penanganan pengaduan pelanggaran yang diterima Perusahaan akan ditindaklanjuti dan diinvestigasi dengan bukti dan informasi yang akurat dan dapat dipertanggungjawabkan. Proses penanganan pengaduan meliputi verifikasi laporan yang masuk, pengambilan keputusan mengenai perlu atau tidak perlunya proses investigasi, proses penyelidikan oleh pihak internal dan pihak eksternal apabila diperlukan, pelaporan hasil investigasi, menetapkan status pelaporan pelanggaran, hingga pemrosesan sesuai dengan peraturan yang berlaku.

PIHAK PENGELOLA WHISTLEBLOWING SYSTEM

Sesuai Surat Keputusan Direksi Nomor CITILINK/JKTDZQG/SK-50017/250620 tentang Penerapan Sistem Pelaporan Pelanggaran -SPP (*Whistleblowing System*), Penunjukkan Penanggung Jawab Pengelola dan Investigator SPP-WBS PT Citilink Indonesia, sistem pelaporan pelanggaran Perusahaan dikelola oleh Divisi Corporate Secretary & CSR. Dalam hal terdapat laporan yang perlu ditindaklanjuti, maka investigator WBS akan melakukan pemeriksaan lanjutan sesuai dengan kategori laporannya.

LAPORAN WHISTLEBLOWING SYSTEM (WBS)

Sepanjang tahun 2020, tidak terdapat pelaporan pelanggaran pada *Whistleblowing System* Perusahaan.

HANDLING OF VIOLATION REPORTS

The alleged violation reports received by the Company will be handled by investigating the accuracy and accountability of the evidence and information. The handling process includes verification of incoming reports, making decisions regarding whether or not the investigation process is necessary, involving internal parties and external parties if necessary, reporting the results of investigation, determining the status of violation reports, up to processing them in accordance with applicable regulations.

WHISTLEBLOWING SYSTEM MANAGER

In accordance with the Board of Directors Decree Number CITILINK/JKTDZQG/SK-50017/250620 on Implementation of the Whistleblowing System (WBS), the Appointment of the Person in Charge for the Management and Investigation of the WBS at PT Citilink Indonesia, the violation reporting system at the Company is managed by the Corporate Secretary & CSR Division. In the event that there is a report that needs to be followed up, the WBS investigator will conduct a follow-up examination according to the category of the report.

WHISTLEBLOWING SYSTEM REPORT

Throughout 2020, there were no reports on Company's Whistleblowing System.

TRANSPARANSI PRAKTIK BAD GOVERNANCE

Transparency of Bad Governance Practices

LAPORAN ATAS AKTIVITAS PERUSAHAAN YANG MENCEMARI LINGKUNGAN

Sepanjang tahun 2020, tidak terdapat laporan terhadap pencemaran lingkungan.

REPORT ON THE COMPANY'S ACTIVITIES POLLUTING THE ENVIRONMENT

Throughout 2020, there were no reports of environmental pollution.

PENGUNGKAPAN PEMENUHAN KEWAJIBAN PERPAJAKAN

Pengungkapan perpajakan tahun 2020:

1. Permasalahan perpajakan

PT Citilink Indonesia menjalankan kewajiban perpajakannya yaitu membayar Pajak ke Kas Negara & melaporkan pajak ke Kantor Pelayanan Pajak tepat waktu sesuai aturan perpajakan yang berlaku saat ini.

2. Besaran pajak yang dibayarkan di tahun 2020

Perusahaan senantiasa menaati peraturan perpajakan di Indonesia melalui kontribusi pembayaran pajak yang teratur dan tepat waktu. Sepanjang tahun 2020, Perusahaan telah membayar pajak sebesar Rp 175.556.298.303. Berikut adalah rincian pembayaran pajak untuk tahun buku 2020:

DISCLOSURE OF FULFILLMENT OF TAX OBLIGATIONS

Taxation disclosure in 2020:

1. Tax issues

PT Citilink Indonesia has fulfilled its tax obligations, by paying taxes to the State Treasury & reporting the taxes to the Tax Service Office on time according to the current tax rules.

2. The total amount of taxes paid in 2020

The Company always complies with the tax regulations in Indonesia through regular and timely tax payments. In 2020, the Company has paid total taxes of Rp175,556,298,303. The following is a breakdown of tax payments for the 2020 financial year:

No.	Pembayaran Pajak Tax Payment	2020
1.	Pajak Pertambahan Nilai / Added Value Tax	90.599.710.510
	Pajak Penghasilan / Income Tax (PPH)	
	PPH Pasal 21 / PPh Article 21	62.921.716.287
	PPH Pasal 23 / PPh Article 23	18.733.221.403
2.	PPH Pasal 26 / PPh Article 26	1.619.222.894
	PPH Pasal Pasal 4 ayat (2) / PPh Article 4 Paragraph (2)	1.534.710.687
	PPH Pasal 15 / PPh Article 15	43.138.417
	PPH Badan / PPh of Entity	104.578.105
JUMLAH / TOTAL		175.556.298.303

KETIDAKSESUAIAN PENYAJIAN LAPORAN TAHUNAN DAN LAPORAN KEUANGAN DENGAN PERATURAN YANG BERLAKU DAN STANDAR AKUNTANSI KEUANGAN (SAK)

Analisa dan pembahasan pada laporan tahunan ini sebagian besar mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir 31 Desember 2020 dan 31 Desember 2019 yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan. Laporan keuangan Perusahaan disusun dan disajikan sesuai Standar Akuntansi Keuangan (SAK) di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") Ikatan Akuntan Indonesia.

KASUS TERKAIT DENGAN BURUH DAN KARYAWAN

Selama tahun 2020, tidak ada kasus hubungan industrial yang sampai ke ranah hukum antara karyawan dan Perusahaan.

INCONSISTENCY IN THE PRESENTATION OF ANNUAL REPORT AND FINANCIAL STATEMENTS WITH APPLICABLE REGULATIONS AND FINANCIAL ACCOUNTING STANDARDS

The analysis and discussion in this annual report mostly refers to the Financial Statements for the year ended December 31, 2020 and December 31, 2019 which have been audited by the Public Accountant Firm of Tanudiredja, Wibisana, Rintis & Rekan. The Company's financial statements are prepared and presented in accordance with Indonesian Financial Accounting Standards, namely the Statement of Financial Accounting Standards, which includes Statements and Interpretations issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants.

CASES RELATED TO LABORS AND EMPLOYEES

During 2020, there were no industrial relations cases that reached the legal realm between employees and the Company.



TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsibility



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TATA KELOLA TANGGUNG JAWAB SOSIAL PERUSAHAAN

The Governance of Corporate Social Responsibility

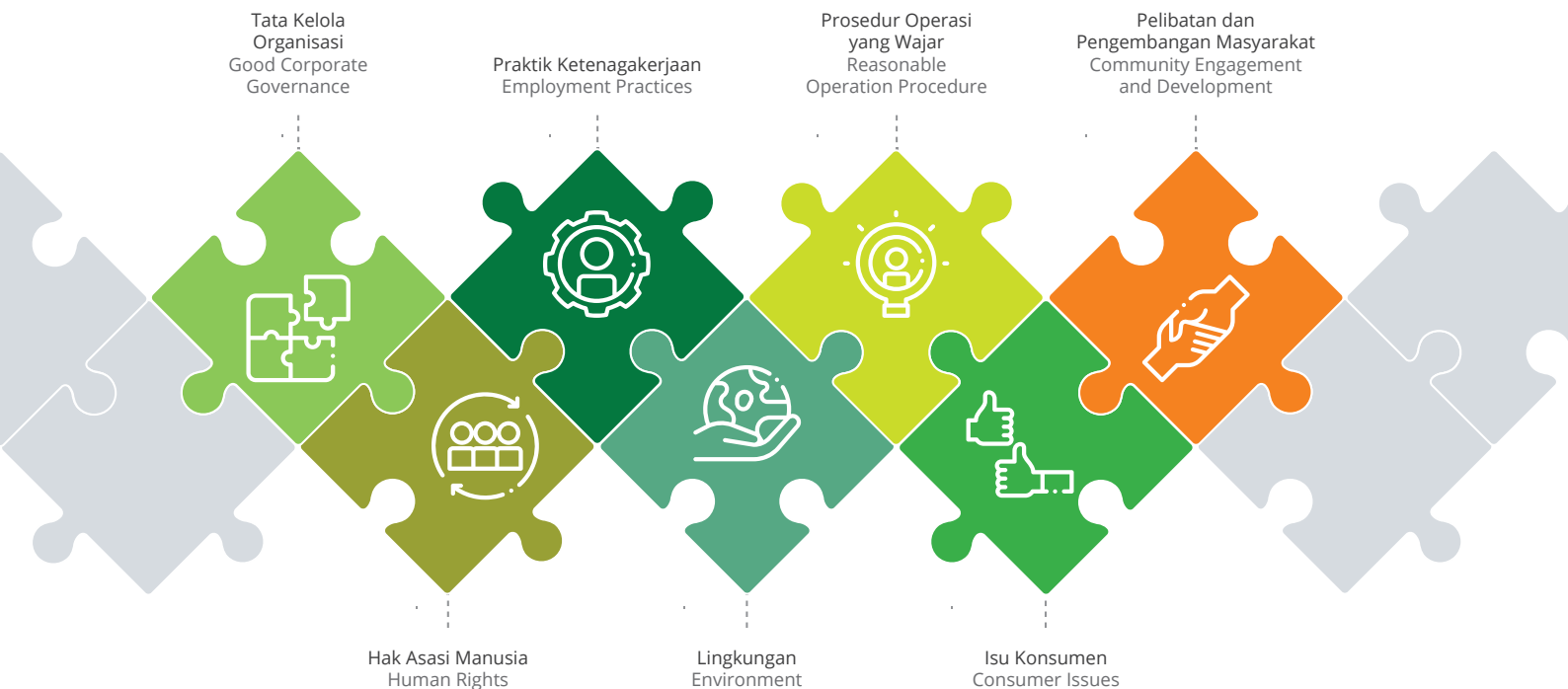
Konsep Pembangunan Berkelanjutan yang telah berkembang di berbagai negara muncul sebagai bagian dari keinginan banyak pihak tentang keseimbangan antara *people*, *profit*, dan *planet*. Di Indonesia, regulator telah mendorong upaya harmonisasi ini melalui Tanggung Jawab Sosial Perusahaan, atau *Corporate Social Responsibility (CSR)* yang mewajibkan entitas usaha untuk memiliki kebijakan dan program terkait komitmennya membangun hubungan yang berkelanjutan dengan pemangku kepentingan.

Organisasi Internasional untuk Standarisasi (*International Organization for Standardization/ISO*), sebuah badan penetap standar industrial dan komersial dunia telah merilis ISO 26000 tentang Panduan Tanggung Jawab Sosial (*Guidance on Social Responsibility*). Walaupun tidak bersifat wajib dan hanya sekadar imbauan, ISO memberikan pola dan modul yang berlaku secara internasional tentang bagaimana CSR dapat dikembangkan pada dimensi sebuah organisasi. Di Indonesia, ISO 26000 telah diratifikasi oleh Pemerintah pada tahun 2010 dan dijadikan Standar Nasional (SNI) pada tahun 2012.

The concept of Sustainable Development, implemented in various countries, emerged as part of the desire of many parties to get the balance between people, profit, and the planet. In Indonesia, the regulators have encouraged this harmonization effort through Corporate Social Responsibility (CSR) which requires the business entities to have policies and programs related to their commitment to building sustainable relationships with stakeholders.

The International Organization for Standardization (ISO), an international standard-setting body, has released ISO 26000 on the Guidance on Social Responsibility. Although not mandatory and only an advisory, ISO provides internationally applicable patterns and modules on how CSR can be developed by an organization. In Indonesia, ISO 26000 was ratified by the Government in 2010 and included in the Indonesian National Standard (SNI) in 2012.

Subjek Inti Tanggung Jawab Sosial Perusahaan Berdasarkan ISO 26000 Core Subjects of Corporate Social Responsibility Based on ISO 26000



KOMITMEN DAN KEBIJAKAN PENERAPAN TANGGUNG JAWAB SOSIAL PERUSAHAAN

Perusahaan meyakini bahwa kesinambungan usaha tidak sekadar melalui pencapaian target finansial, tetapi juga didukung oleh investasi non finansial seperti memberikan kontribusi positif terhadap lingkungan sosial dalam menciptakan pembangunan yang berkelanjutan melalui berbagai program Tanggung Jawab Sosial dan Lingkungan Perusahaan atau disebut juga dengan *Corporate Social Responsibility (CSR)*.

Sebagai Perusahaan yang senantiasa bersandar pada aspek kepatuhan terhadap ketentuan dan peraturan perundang-undangan yang berlaku, Citilink memiliki kebijakan pelaksanaan Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibility*) sebagai wujud nyata Perusahaan dalam menumbuhkan perkembangan berkelanjutan (*sustainable development*) yang tidak hanya berpusat pada pertumbuhan finansial (*profit*), tetapi juga melibatkan kelestarian lingkungan (*planet*) dan kesejahteraan masyarakat (*people*).

COMMITMENT AND POLICY ON THE IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY

The Company believes that maintaining the business continuity cannot be done merely by focusing on achieving the financial targets, but shall also be supported by non-financial investments such as making a positive contribution to the social environment in creating sustainable development through various social and environmental programs also known as Corporate Social Responsibility (CSR).

As a company that always relies on the aspect of compliance with applicable laws and regulations, Citilink has a policy of the Corporate Social Responsibility implementation as a tangible manifestation of the Company in fostering sustainable development that is not only centered on financial growth (profit), but also involves environmental sustainability (planet) and community welfare (people).

Corporate Social Responsibility



Dalam mewujudkan komitmen tersebut, Perusahaan memiliki kebijakan pelaksanaan tanggung jawab Perusahaan yang terdiri dari tanggung jawab terhadap lingkungan, layanan, dan penumpang, Kesehatan dan Keselamatan Kerja (K3), serta sosial kemasyarakatan. Pelaksanaan program CSR didasarkan pada kepatuhan dan regulasi yang berlaku dengan memperhatikan dampak positif yang dihasilkan bagi Perusahaan dan didukung oleh seluruh pemangku kepentingan.

In realizing this commitment, The Company implements corporate responsibility which covers the environment, services and passengers, Occupational Health and Safety (OHS), and community. The implementation of CSR programs is based on the compliance with applicable regulations by taking into account the positive impact generated for the Company and supported by all stakeholders.

LANDASAN PENERAPAN CSR PERUSAHAAN

Pelaksanaan kegiatan CSR Perusahaan merujuk pada ketentuan dan peraturan perundang-undangan yang berlaku, antara lain sebagai berikut:

1. Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
2. Undang-Undang No. 18 Tahun 2008 tentang Pengelolaan Sampah;
3. Peraturan Menteri Lingkungan No. 13 Tahun 2012 tentang *Reduce, Reuse, Recycle*;
4. Peraturan Pemerintah No. 41 Tahun 1999 tentang Pengendalian Pencemaran Udara;
5. Peraturan Pemerintah No. 82 Tahun 2001 tentang Pengelolaan Kualitas Air dan Pengendalian Pencemaran Air;
6. Peraturan Menteri Lingkungan Hidup No. 68 tahun 2016 tentang Baku Mutu Air Limbah Domestik;
7. Peraturan Pemerintah No. 101 Tahun 2014 tentang Pengelolaan Bahan Berbahaya dan Beracun;
8. Peraturan Pemerintah No. 27 Tahun 2012 tentang Izin Lingkungan;
9. Peraturan Pemerintah No. 70 Tahun 2009 tentang Konservasi Energi;
10. ISO 14001: 2015 Sistem Manajemen Lingkungan;
11. ISO 9001:2015 Sistem Manajemen Mutu;
12. ISO 45001:2018 tentang K3 dan OH&S;
13. Undang-Undang No. 01 Tahun 1970 tentang Keselamatan Kerja;
14. Undang-Undang No. 13 Tahun 2009 tentang Ketenagakerjaan;
15. Peraturan Pemerintah No. 50 Tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja;
16. Keputusan Presiden No. 22 Tahun 1993 tentang Penyakit yang Timbul karena Hubungan Kerja; dan
17. Peraturan Menteri Kesehatan No.48 Tahun 2016 tentang Standar K3 Perkantoran.

LEGAL BASIS FOR THE CSR IMPLEMENTATION

The implementation of the Company CSR activities refers to the applicable laws and regulations, including the following:

1. Law No. 32 of 2009 about Environmental Protection and Management;
2. Law No. 18 of 2008 on Waste Management;
3. Minister of Environment Regulation No. 13 of 2012 regarding Reduce, Reuse, Recycle;
4. Government Regulation No. 41 of 1999 concerning Air Pollution Control;
5. Government Regulation No. 82 of 2001 pertaining Water Quality Management and Water Pollution Control;
6. Minister of Environment Regulation No. 68 of 2016 about Domestic Wastewater Quality Standards;
7. Government Regulation No. 101 of 2014 concerning Management of Hazardous and Toxic Materials;
8. Government Regulation No. 27 of 2012 on Environmental Permits;
9. Government Regulation No. 70 of 2009 on Energy Conservation;
10. ISO 14001: 2015 about Environmental Management System;
11. ISO 9001:2015 about Quality Management System;
12. ISO 45001:2018 about Occupational Health and Safety (OHS);
13. Law No. 01 of 1970 concerning Occupational Safety;
14. Law No. 13 of 2009 regarding Employment;
15. Government Regulation No. 50 of 2012 about Occupational Health and Safety Management System;
16. Presidential Decree No. 22 of 1993 regarding Diseases Arising from Work Relationships; and
17. Minister of Health Regulation No.48 of 2016 concerning Office OHS Standards.

UJI TUNTAS/DUE DILIGENCE TERHADAP DAMPAK SOSIAL, EKONOMI DAN LINGKUNGAN DARI KEGIATAN PERUSAHAAN

Penyusunan program CSR Perusahaan diawali dengan pemetaan potensi masyarakat yang menjadi sasaran pelaksanaan CSR atau dapat juga melalui usulan masyarakat. Dimana pemetaan ini dapat dilakukan sendiri maupun bekerja sama dengan pihak ketiga, dengan tujuan untuk mengeksplorasi dan mengidentifikasi potensi dan kebutuhan masyarakat. Kemudian, dari hasil pemetaan tersebut akan dirumuskan dan dirancang program yang benar-benar dibutuhkan masyarakat.

Meski tidak secara spesifik, Perusahaan melakukan telaah atau *due diligence* atas dampak sosial, ekonomi dan lingkungan dari aktivitas Perseroan, yakni sebagai berikut.

DUE DILIGENCE ON THE SOCIAL, ECONOMIC AND ENVIRONMENTAL IMPACTS OF THE COMPANY ACTIVITIES

The preparation of the Company's CSR program begins with mapping the potentials of the community as the target of the CSR implementation, or getting a proposal from the community itself. The mapping can be done by the Company alone or in collaboration with a third party, with the aim of exploring and identifying the potentials and needs of the community. Then, from the results of the mapping, programs will be formulated and designed to meet the needs of the community.

Although not specifically, the Company conducts a study or due diligence on the social, economic and environmental impacts of the Company's activities, which are as follows.

Aspek Aspect	Keterangan Explanation
Sosial Social	<ul style="list-style-type: none"> ■ <i>Monitoring</i> dampak sosial terhadap masyarakat, dilakukan dengan menyediakan sarana penyampaian keluhan masyarakat atas aktivitas Perusahaan. Selain melalui surat yang dapat ditujukan langsung ke Perusahaan, masyarakat juga dapat menyampaikannya melalui surel (surat elektronik), kanal media sosial, fitur <i>Live Chat</i> di <i>website</i> resmi Perusahaan di www.citilink.co.id maupun melalui <i>call center</i> di 0804-1-080808. ■ <i>Monitoring</i> dampak sosial terhadap karyawan, dilakukan dengan melaksanakan kebijakan ketenagakerjaan, kesehatan dan keselamatan kerja karyawan. ■ <i>Monitoring</i> dampak sosial terhadap konsumen atau pelanggan, Perusahaan mengacu pada kebijakan dan regulasi yang berlaku di Indonesia, terkait perlindungan konsumen. Perusahaan memiliki mekanisme penyelesaian pengaduan konsumen yang baik dan bertanggung jawab yang dituangkan dalam kebijakan internal Perusahaan. ■ The social impacts on the community is monitored by providing a means for submitting public complaints regarding the Company's activities. In addition to letters that can be addressed directly to the Company, the public can also file a complaint via email, social media, Live Chat feature on the Company's official website at www.citilink.co.id or through the call center at 0804-1-080808. ■ The social impacts on employees is monitored by implementing the policies on employment as well as occupational health and safety. ■ The social impact on consumers or customers is monitored by referring to the policies and regulations that apply in Indonesia, related to consumer protection. The Company has a good and responsible mechanism for resolving consumer complaints as outlined in its internal policies.
Ekonomi Economic	<p>Setiap tahun Perusahaan telah menyusun rencana kerja Perusahaan, yakni Rencana Kerja dan Anggaran Perusahaan (RKAP) yang berfungsi untuk mengarahkan kegiatan-kegiatan usaha Perusahaan melalui target-target yang telah ditetapkan, termasuk perencanaan alokasi dana untuk kegiatan CSR.</p> <p>Every year the Company prepares a Corporate Work and Budget Plan (RKAP) which functions to direct the Company's business activities through predetermined targets, including planning the allocation of funds for CSR activities.</p>
Lingkungan Environmental	<p>Perusahaan telah memiliki berbagai kebijakan, khususnya terkait aspek lingkungan. hal tersebut dibuktikan dengan komitmen Perusahaan senantiasa membuat kajian atau analisis mengenai dampak lingkungan (AMDAL), sehingga kegiatan usaha yang dilakukan Perusahaan tidak menyebabkan pencemaran lingkungan di sekitar wilayah operasional usaha.</p> <p>The Company already has issued various policies, particularly related to environmental aspect. This is evidenced by the Company's commitment to always make studies or analyzes of environmental impacts (AMDAL), so that the business activities conducted by the Company do not cause environmental pollution around its operational areas.</p>

PEMANGKU KEPENTINGAN SIGNIFIKAN YANG TERDAMPAK ATAU BERPENGARUH ATAS DAMPAK DARI KEGIATAN PERUSAHAAN

Dalam kegiatan usahanya Perusahaan berinteraksi dengan berbagai *stakeholder*, baik secara langsung maupun yang tidak secara langsung berpengaruh atau terdampak dari kegiatan usaha. Pemangku Kepentingan Perusahaan diidentifikasi berdasarkan tingkat kepentingan hubungan yang memengaruhi kinerja Perusahaan, demikian juga sebaliknya. Perusahaan selalu berupaya untuk mengelola pelibatan para Pemangku Kepentingan guna meningkatkan nilai Perusahaan. Pemangku kepentingan yang berpengaruh atau terdampak dari kegiatan Perusahaan dapat dijabarkan sebagai berikut:

SIGNIFICANT STAKEHOLDERS DIRECTLY AFFECT OR AFFECTED BY AN IMPACT OF COMPANY ACTIVITIES

In performing business activities, the Company interacts with various stakeholders, both directly and indirectly, who affect or are affected by the business activities. The Company's stakeholders are identified based on the level of relationship interest that affects the Company's performance, and vice versa. The Company always strives to manage the involvement of Stakeholders in order to increase the value of the Company. The stakeholders who affect or are affected by the Company's activities can be described as follows:

Pemangku Kepentingan Stakeholders	Bentuk Pelibatan Forms of Involvement	Pengaruh/Dampak dari Kegiatan Perusahaan Impact on/from the Company's Activities
Pemegang Saham Shareholders	RUPS, Laporan Kinerja GMS, Performance Report	Peningkatan kinerja dan peningkatan nilai Perusahaan serta dukungan pada kepentingan Pemegang Saham Improved performance and increased Company value as well as support for the interests of Shareholders
Karyawan Employees	Perjanjian Kerja Bersama, Pendidikan dan Pelatihan Collective Labor Agreement, Education and Training	Terjaminnya kesejahteraan karyawan beserta keluarganya; suasana kerja yang kondusif, sehat, dan aman; jenjang karir dan penilaian kinerja yang adil dan transparan; pemenuhan hak-hak karyawan; meningkatkan efektivitas hubungan manajemen dan karyawan Guaranteed welfare for employees and their families; a conducive, healthy, and safe working atmosphere; career paths as well as fair and transparent performance appraisals; fulfillment of employee rights; improve the effectiveness of management and employee relations
Pemerintah Government	Kepatuhan terhadap Peraturan; Kesehatan Perusahaan Compliance with Regulations; Corporate Health	Kontribusi ekonomi pada Pemerintah (pajak dan kegiatan peningkatan ekonomi masyarakat melalui kegiatan CSR) Economic contribution to the Government (taxes and community economic development through CSR activities)
Masyarakat Community	Kegiatan <i>Corporate Social Responsibility</i> , meliputi program pendidikan, pelatihan dan pengembangan, serta program sosial ekonomi lainnya Corporate Social Responsibility activities, including education, training and development programs, as well as other socio-economic programs	Dapat meningkatkan perekonomian masyarakat seiring dengan pemberdayaan masyarakat secara berkelanjutan melalui pembangunan kesejahteraan masyarakat, baik fisik maupun non-fisik. Can improve the community's economy along with community empowerment in a sustainable manner through the development of community welfare, both physical and non-physical.
Konsumen/ Pelanggan Consumers/ Customers	Survei Kepuasan Pelanggan, dan program engagement lainnya Customer Satisfaction Survey, and other engagement programs	Peningkatan fasilitas atas produk-produk Perusahaan yang dapat memberikan kenyamanan dan kualitas hidup lebih baik Improvement of facilities for the Company's products that can provide comfort and a better quality of life

Pemangku Kepentingan Stakeholders	Bentuk Pelibatan Forms of Involvement	Pengaruh/Dampak dari Kegiatan Perusahaan Impact on/from the Company's Activities
Rekanan Partners	Kontrak dan Perjanjian Kerja Sama, Proses Operasional Contracts and cooperation agreements	Proses pengadaan yang adil dan transparan; Proses evaluasi yang objektif; Hubungan yang harmonis Fair and transparent procurement process; Objective evaluation process; Harmonious relationship
Media Massa Mass Media	Siaran Pers/Keterbukaan Informasi Press conference / Information disclosure	Memperoleh akses informasi yang akurat dan terkini Getting access to accurate and up-to-date information

ISU-ISU PENTING SOSIAL EKONOMI DAN LINGKUNGAN TERKAIT DAMPAK KEGIATAN PERUSAHAAN

Dalam menentukan isu sosial, ekonomi dan lingkungan terkait dampak dari kegiatan Perusahaan, dilakukan melalui kajian secara komprehensif agar program yang direncanakan sesuai dengan regulasi, sejalan dengan strategi dan mendukung visi misi Perusahaan serta sesuai dengan prinsip tata kelola Perusahaan yang baik. Isu penting tersebut kemudian menjadi dasar Perusahaan untuk memprioritaskan penanggulangannya dengan melakukan pendekatan-pendekatan manajemen.

LINGKUP TANGGUNG JAWAB SOSIAL PERUSAHAAN

Pada lingkup pelaporan tahunan, perihal kegiatan CSR dibagi ke dalam 4 (empat) aspek, yaitu: aspek lingkungan hidup; praktik ketenagakerjaan, kesehatan, dan keselamatan kerja; pengembangan sosial dan masyarakat; serta tanggung jawab barang dan/atau jasa. Sementara itu, jika mengacu kepada ISO 26000 dalam menerapkan tanggung jawab sosial perusahaan, ruang lingkungannya meliputi:

1. Tata Kelola Tanggung Jawab Sosial
2. Hak Asasi Manusia
3. Ketenagakerjaan
4. Lingkungan Hidup
5. Operasi yang Adil
6. Pemenuhan Kepentingan Pelanggan
7. Masyarakat

IMPORTANT SOCIO-ECONOMIC AND ENVIRONMENTAL ISSUES RELATED TO THE IMPACT OF COMPANY ACTIVITIES

The social, economic and environmental issues related to the impact of the Company's activities are identified through a comprehensive study so that the planned programs are complying with the regulations and in line with the strategy to support the Company's vision and mission, and also in accordance with the principles of good corporate governance. These important issues then become the basis for the Company to prioritize in overcoming them by taking management approaches.

SCOPE OF THE CORPORATE SOCIAL RESPONSIBILITY

In the annual reporting, CSR activities are divided into 4 (four) aspects, namely environment; employment, health and safety practices; social and community development; and goods and/or services procurement. Meanwhile, referring to ISO 26000, the scope of corporate social responsibility implementation includes:

1. Corporate Social Responsibility Governance
2. Human Rights
3. Employment
4. Environment
5. Fair Operations
6. Fulfillment of Customer Interests
7. Community

STRATEGI DAN PROGRAM KERJA PERUSAHAAN DALAM MENANGANI ISU-ISU SOSIAL, EKONOMI DAN LINGKUNGAN

Giving Back to Community, merupakan program CSR Perusahaan di tahun 2020 sebagai bentuk komitmen Perusahaan untuk turut serta membangun masyarakat melalui kegiatan pengembangan dan pemberdayaan sosial, lingkungan hidup, ekonomi, pendidikan dan kesehatan masyarakat seiring dengan mendukung visi dan misi Perusahaan.

Program perencanaan CSR tahun 2020 di antaranya sebagai berikut:

1. Program Pendidikan

Program kerja sama bersama institusi pendidikan dalam memberikan bantuan dan pengembangan sarana belajar mengajar, serta memberikan bantuan beasiswa bagi pelajar dengan kategori rentan.

2. Program Pengembangan & Pembinaan Lingkungan

Program peduli lingkungan dalam meminimalisir dampak dari operasional Perusahaan.

3. Program Kesehatan

Program kerja sama bersama lembaga kesehatan untuk memberikan bantuan donasi dalam mendukung masyarakat Indonesia sehat.

4. Program UMKM Daerah

Program pemberian dukungan modal usaha untuk meningkatkan usaha mikro daerah.

5. Program Bantuan Bencana Alam

Program pemberian bantuan donasi kepada korban bencana alam di daerah sekitar yang terdampak.

COMPANY'S STRATEGY AND WORK PROGRAM IN DEALING WITH SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUES

Giving Back to Community is the Company's CSR program in 2020 as a form of the Company's commitment to participate in the community development through social, environmental, economic, educational and health improvement and empowerment activities in line with supporting the Company's vision and mission.

The CSR programs for 2020 included the following:

1. Education Program

A program in cooperating with educational institutions to provide assistance and develop the teaching and learning facilities, as well as scholarship for the students with vulnerable category.

2. Environmental Development Program

A program to show caring for the environment by minimizing the impact of the Company's operations.

3. Health Program

A program in the collaboration with health institutions to provide donations to support healthy Indonesian people.

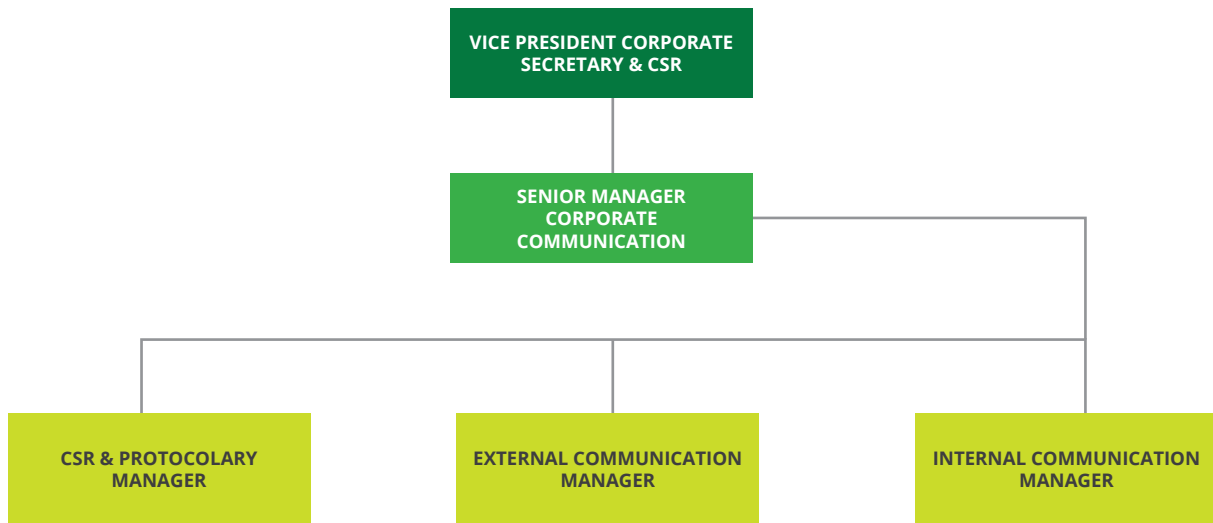
4. Local MSMEs Program

A program to support the local micro, small and medium enterprises (MSMEs) by providing working capital.

5. Natural Disaster Relief Program

A program for providing donations to victims of natural disasters in affected areas.

Organisasi Pengelolaan Pelaksanaan CSR di Lingkup Citilink
Management Organization of CSR Implementation within Citilink



RENCANA DAN REALISASI ANGGARAN PROGRAM TANGGUNG JAWAB SOSIAL

Sepanjang tahun 2020 Perusahaan telah mengalokasikan dana untuk program kegiatan CSR sebesar Rp2,2 miliar. Dari anggaran tersebut, telah terealisasi 22% atau sebesar Rp489.536.757. Sebagian besar dana CSR digunakan untuk kegiatan CSR pada aspek Pemberdayaan Sosial Masyarakat, sementara untuk aspek Ketenagakerjaan dan K3, serta aspek tanggung jawab terhadap Konsumen, mengikat pada biaya operasional Perusahaan.

BUDGET PLAN AND REALIZATION OF SOCIAL RESPONSIBILITY PROGRAMS

In 2020 the Company allocated funds for CSR program activities of Rp2.2 billion. Of the budget, 22% has been realized or amounting to Rp489,536,757. Most of the CSR funds were used for CSR activities in the aspect of Community Development, while for the Employment and OSH as well as Consumers aspects were tied to the Company's operational expenses.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT HAK ASASI MANUSIA (HAM)

Corporate Social Responsibility on Human Rights

KOMITMEN DAN KEBIJAKAN TERKAIT HAK ASASI MANUSIA

Perusahaan meyakini bahwa bisnis hanya dapat berkembang dalam lingkungan yang melindungi dan menghormati hak asasi manusia. Perusahaan sadar bahwa dalam setiap aktivitas operasional, Perusahaan memiliki tanggung jawab dalam menghormati hak asasi manusia dan memiliki kapasitas untuk memberikan pengaruh yang positif terhadap hak asasi manusia.

Berdasarkan ISO 26000 tentang Panduan Tanggung Jawab Sosial, hak-hak asasi manusia mencakup non diskriminasi dan perhatian pada kelompok rentan; menghindari kerumitan; hak-hak sipil dan politik; hak-hak ekonomi, sosial dan budaya; serta hak-hak dasar pekerja. Cakupan definitif tersebut telah dilaksanakan oleh Perusahaan, baik dalam kegiatan operasional yang melibatkan karyawan, maupun kegiatan pengelolaan kegiatan usaha yang melibatkan masyarakat di sekitar lokasi usaha. Perusahaan mendefinisikan hak asasi manusia sebagai hak mendasar bagi setiap individu yang terlibat maupun yang terkena dampak dari kegiatan operasi dan usaha yang dilakukan Perusahaan.

LINGKUP DAN PERUMUSAN TERHADAP HAK ASASI MANUSIA

Dalam konteks HAM di lingkungan Citilink, Perusahaan merupakan entitas utama yang bertanggung jawab untuk melindungi dan menegakkan aktivitas HAM kepada setiap karyawan. Lingkup tanggung jawab sosial Perusahaan terkait HAM dilaksanakan dengan senantiasa menjunjung dasar-dasar hak asasi manusia dan menghormati budaya, adat istiadat dan nilai-nilai. Dimana Perusahaan memberikan hak dan kesempatan yang sama untuk bekerja tanpa memandang perbedaan agama, etnis, ras, status sosial, warna kulit, gender, atau lainnya, termasuk dalam hal pengangkatan calon karyawan.

Perusahaan juga memiliki komitmen tinggi dalam hal berpartisipasi memberikan *sponsorship* sebagai bentuk dukungan Perusahaan pada kegiatan sosial ataupun non-profit. Sementara itu, dukungan materiil atau immateriil pada program-program sosial yang diselenggarakan oleh lembaga sosial masyarakat juga menjadi perhatian tersendiri oleh Perusahaan.

COMMITMENT AND POLICY ON HUMAN RIGHTS

The Company believes that business can only thrive in an environment that protects and respects human rights. The Company is aware that in every operational activity, the Company has a responsibility to respect human rights and has the capacity to have a positive influence on human rights.

Based on ISO 26000 on Social Responsibility Guidelines, human rights include non-discrimination and attention to vulnerable groups; avoid hassle; civil and political rights; economic, social and cultural rights; and basic workers' rights. The definitive coverage has been carried out by the Company, both in operational activities involving employees, as well as in managing business activities involving the community around the business location. The Company defines human rights as fundamental rights for every individual involved or affected by the Company's operational and business activities.

SCOPE AND FORMULATION OF HUMAN RIGHTS

In the context of human rights within Citilink, the Company is the main entity responsible for protecting and enforcing human rights activities for every employee. The corporate social responsibility related to human rights is implemented by always upholding the basics of human rights and respecting culture, customs and values. In which the Company provides equal rights and opportunities to work regardless of differences in religion, ethnicity, race, social status, skin color, gender, or others, including in terms of the appointment of prospective employees.

The Company is also highly committed to participate in providing sponsorship as a form of support for social or non-profit activities. Meanwhile, the material or immaterial support for social programs organized by community/social institutions is also a special concern for the Company.

PERENCANAAN TANGGUNG JAWAB SOSIAL BIDANG HAK ASASI MANUSIA

Perusahaan menargetkan untuk senantiasa menjalankan prinsip-prinsip hak asasi manusia yang ditujukan untuk membina hubungan industrial secara proporsional serta menciptakan hubungan yang sinergis antara Perusahaan dan karyawan untuk meningkatkan nilai. Program tanggung jawab sosial terkait hak asasi manusia yang direncanakan oleh Perusahaan diantaranya adalah kesetaraan dalam kesempatan kerja dan pengembangan kompetensi, keadilan dalam pengupahan dan penghapusan diskriminasi, serta perlindungan penyaluran aspirasi dan pengaduan karyawan.

Program kegiatan tanggung jawab terkait dengan hak asasi manusia ini, diharapkan akan membawa dampak positif bagi peningkatan produktivitas dan kinerja Perusahaan, sehingga pada akhirnya dapat membawa pengaruh kepada peningkatan kesejahteraan karyawan sesuai dengan harapan stakeholder.

PELAKSANAAN INISIATIF TANGGUNG JAWAB SOSIAL BIDANG HAK ASASI MANUSIA

Perusahaan berkomitmen untuk menjadi perusahaan terkemuka di bidang aviasi melalui solusi total terbaik pada layanannya. Solusi total ini sangat dipengaruhi oleh implementasi budaya kerja produktif dan terencana dalam organisasi. Oleh karena itu Perusahaan menetapkannya sebagai salah satu instrumen untuk membentuk budaya kerja yang produktif dan berkualitas dengan mengatur hak-hak dan kewajiban normatif pekerja yang meliputi syarat-syarat kerja, tata tertib, kondisi kerja serta mewujudkan kepastian hukum bagi pekerja dalam pelaksanaan hubungan kerjanya dengan Perusahaan. Hal ini ditujukan untuk mendorong kinerja, meningkatkan motivasi dan ketenangan bekerja, serta meningkatkan kesejahteraan para pekerja.

Dalam membuat Peraturan Perusahaan yang mengatur tentang hak dan kewajiban pekerja, Per 31 Desember 2020, Citilink tidak memiliki Serikat Pekerja. Kendati demikian, sesuai dengan ketentuan dalam Undang-Undang No. 13 tentang Ketenagakerjaan, Perusahaan senantiasa

SOCIAL RESPONSIBILITY PLANNING IN THE HUMAN RIGHTS SECTOR

The Company targets to always implement the principles of human rights aimed at fostering industrial relations proportionally and creating a synergistic relationship between the Company and employees to increase value. Social responsibility programs related to human rights planned by the Company include equality in employment opportunities and competency development, fairness in wages and elimination of discrimination, as well as protection for the employees in channeling their aspirations and complaints.

The responsibility related to human rights program is expected to have a positive impact on increasing the productivity and performance of the Company, so that in the end it can have an impact on improving employee welfare in accordance with the stakeholder expectations.

IMPLEMENTATION OF SOCIAL RESPONSIBILITY INITIATIVES IN THE HUMAN RIGHTS FIELD

The Company is committed to being a leader in the aviation sector through the best total solutions in its services. This total solution is strongly influenced by the implementation of a planned and productive work culture in the organization. The Company has established the productive and quality work culture by regulating the rights and normative obligations of employees which include working terms, rules, working condition as well as realizing legal certainty for the employees in implementing their working relationship with the Company. This is intended to improve the performance, increase the motivation and peace of mind at work, as well as improve the welfare of employees.

Although Citilink did not have a Labor Union as of December 31, 2020, the Company always provided a positive platform of communication with the function of bridging between employees and the Company, in accordance with the provisions of Law No. 13 regarding Employment. With good

mendukung bentuk komunikasi yang positif dengan fungsi menjembatani antara karyawan dengan Perusahaan. Dengan terjalin baiknya komunikasi antara Perusahaan dan karyawan maka diharapkan akan terjalin sinergi kinerja yang optimal sehingga akan memudahkan dalam pencapaian tujuan Perusahaan.

PENCAPAIAN DAN PENGHARGAAN INISIATIF TANGGUNG JAWAB SOSIAL BIDANG HAK ASASI MANUSIA

Sepanjang tahun 2020, Perusahaan belum mendapatkan penghargaan maupun sertifikasi terkait Hak Asasi Manusia. Namun, Perusahaan senantiasa menjunjung tinggi Hak Asasi Manusia dalam setiap kegiatan operasionalnya.

communication between The Company and employees, it is hoped that optimal performance synergy will be established so that it will facilitate the achievement of the Company's goals.

ACHIEVEMENTS AND AWARDS FOR SOCIAL RESPONSIBILITY INITIATIVES IN THE HUMAN RIGHTS SECTOR

Throughout 2020, the Company has not received any awards or certifications related to Human Rights. However, the Company always upholds Human Rights in all of its operational activities.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT OPERASI YANG ADIL

Corporate Social Responsibility on Fair Operations

KOMITMEN DAN KEBIJAKAN TERKAIT OPERASI YANG ADIL

Perusahaan memiliki komitmen untuk senantiasa menjalankan praktik-praktik operasi yang adil, melalui berbagai kebijakan yang dimiliki Perusahaan yang mengatur dilaksanakannya operasi yang adil, diantaranya kebijakan pengendalian internal, *Whistleblowing System* (WBS), *Code of Conduct*, dan kebijakan gratifikasi. Kebijakan tersebut khususnya ditujukan untuk pencegahan benturan kepentingan dan pelaksanaan kegiatan usaha yang sehat.

Perusahaan menjamin bahwa setiap pihak yang berkepentingan mendapatkan perlakuan yang adil sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Perusahaan menerapkan kegiatan operasional dengan memperhatikan hak para pemangku kepentingan sehingga menciptakan hubungan yang harmonis dan mewujudkan keseimbangan atas kepentingan seluruh stakeholder.

LINGKUP DAN PERUMUSAN TERKAIT OPERASI YANG ADIL

Perusahaan berpandangan bahwa keadilan adalah kesetaraan dalam pemenuhan hak-hak *stakeholders* yang timbul berdasarkan perjanjian, maupun karena peraturan perundang-undangan yang berlaku. Lingkup dan rumusan tanggung jawab sosial terkait operasi yang adil tertuang dalam Anggaran Dasar Perusahaan, Visi dan Misi, serta kebijakan-kebijakan internal Perusahaan yang mengatur segala sesuatunya terkait operasi yang adil.

Perusahaan juga menerapkan prinsip-prinsip Tata Kelola Perusahaan yang baik atau *Good Corporate Governance* (GCG) yang merupakan panduan bagi seluruh insan Perusahaan dalam menjalankan kegiatan operasional, berinteraksi dengan sesama kolega, maupun dengan pemangku kepentingan eksternal serta menciptakan praktik bisnis yang bersih dan menjauhi segala bentuk kecurangan.

PERENCANAAN TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

Perusahaan senantiasa menargetkan dalam perencanaan tahunannya untuk menjamin terlaksananya semua kebijakan praktik operasi yang adil. Setiap pelanggaran yang terjadi akan dikenakan sanksi dengan tegas sesuai

COMMITMENT AND POLICY ON FAIR OPERATIONS

The Company is committed to always implementing fair operating practices, by issuing various policies that regulate the implementation of fair operations, including the internal control policy, Whistleblowing System (WBS), Code of Conduct, and anti-gratification policy. Such policies are specifically aimed at preventing conflicts of interest and implementing healthy business activities.

The Company guarantees that every interested party gets fair treatment in accordance with the provisions of the applicable laws and regulations. The Company implements operational activities by taking into account the rights of the stakeholders so as to create a harmonious relationship and strike a balance among the interests of all stakeholders.

SCOPE AND FORMULATION OF FAIR OPERATIONS

The Company views that justice is equality in the fulfillment of the rights of stakeholders that arise based on the agreements as well as the prevailing laws and regulations. The scope and formulation of social responsibility related to fair operations are contained in the Company's Articles of Association, Vision and Mission, as well as the Company's internal policies that regulate everything related to fair operations.

The Company also applies the principles of Good Corporate Governance (GCG) which is a guide for all Company personnel in carrying out operational activities, interacting with fellow colleagues, as well as with external stakeholders as well as creating clean business practices and avoiding all forms of fraud.

PLANNING OF SOCIAL RESPONSIBILITY ON FAIR OPERATIONS

In its annual planning, the Company always targets to ensure the implementation of policies related to all fair operating practices. Any violations that occur will be subject to strict sanctions in accordance with the Company's

kebijakan Perusahaan dan peraturan yang berlaku. Adapun lingkup dan perencanaan tanggung jawab sosial Perusahaan terkait operasi yang adil diimplementasikan melalui sistem pengadaan dan kontrak pekerjaan. Perusahaan menerapkan proses pengadaan sesuai standar *Good Corporate Governance* (GCG) dengan menjunjung prinsip-prinsip keterbukaan, efisiensi biaya, kompetitif, fairness sesuai dengan peraturan perundang-undangan yang berlaku.

Kontrak pekerjaan antara Perusahaan dengan rekanan memuat kesanggupan rekanan untuk melaksanakan kewajibannya sesuai dengan ketentuan yang telah disepakati, dan hak rekanan mendapatkan seluruh haknya berdasar kewajiban yang telah dilaksanakan sesuai yang disepakati dalam kontrak serta sanksi atas tidak dipenuhinya kewajiban masing-masing.

PELAKSANAAN INISIATIF TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

Penerapan praktik operasi yang adil pada kegiatan usaha Perusahaan diwujudkan dalam inisiatif kebijakan strategis sebagai berikut:

1. Kebijakan Terkait Anti Korupsi dan Pengendalian Gratifikasi

Sejalan dengan program pemberantasan praktik Korupsi, Kolusi dan Nepotisme (KKN) yang dicanangkan oleh pemerintah, Perusahaan senantiasa mewujudkan komitmennya dengan membangun rambu-rambu sebagai berikut:

- a. Melarang untuk memberikan atau menjanjikan, baik langsung maupun tidak langsung hadiah kepada para pihak yang berhubungan dengan Perusahaan, di mana pemberian tersebut diketahui atau patut diduga untuk mempengaruhi atau menggerakkan para pihak tersebut melakukan atau tidak melakukan sesuatu dalam jabatannya yang bertentangan dengan kewajibannya.
- b. Perusahaan dapat memberikan hadiah untuk kepentingan promosi dan donasi/sumbangan untuk kepentingan tanggung jawab sosial perusahaan (*corporate social responsibility*) sesuai dengan peraturan yang berlaku dengan mengedepankan prinsip akuntabilitas.

policies and applicable legislation. The scope and planning of corporate social responsibility on fair operations are reflected in the procurement system and work contracts. The Company runs the procurement process according to the Good Corporate Governance (GCG) standards by upholding the principles of openness, cost efficiency, competitiveness, fairness in accordance with applicable laws and regulations.

The work contract between the Company and partners contains the partners' ability to carry out their obligations in accordance with the agreed terms, and the partners' rights to get all their rights based on the obligations that have been performed as agreed in the contract as well as sanctions for non-fulfillment of their respective obligations.

IMPLEMENTATION OF SOCIAL RESPONSIBILITY INITIATIVES ON FAIR OPERATIONS

The implementation of fair operating practices in the Company's business activities is manifested in the following strategic policy initiatives:

1. Policy on Anti-Corruption and Gratification Control

In line with the program to eradicate the practices of Corruption, Collusion and Nepotism launched by the government, the Company continues to realize its commitment by setting the following rules that:

- a. Prohibit to give or promise, either directly or indirectly, a gift to parties related to the Company, where the gift is known or reasonably suspected to influence or move the parties to do or not do something in their position that is contrary to their obligations.
- b. The Company can give a gift for promotion and donation purposes for the benefit of corporate social responsibility in accordance with applicable regulations by prioritizing the principle of accountability.

- c. Dilarang menerima hadiah dari pihak manapun, yang diketahui dan patut diduga bahwa hadiah tersebut diberikan untuk menggerakkan agar melakukan atau tidak melakukan sesuatu dalam jabatannya yang bertentangan dengan kewajibannya.
- d. Dilarang menerima imbalan atas pelaksanaan tugas dan kewajibannya, antara lain dengan cara memotong atau mengambil sebagian jumlah pembayaran dari pihak ketiga.

2. Kebijakan Terkait Praktik Persaingan Usaha yang Adil

Dalam melaksanakan bisnis, Perusahaan senantiasa siap bersaing secara sehat, menentang monopoli dan antitrust. Untuk memenangkan persaingan, Perusahaan berupaya semaksimal mungkin dengan cara merumuskan strategi-strategi khusus, yang disesuaikan menurut program dan target yang hendak dicapai. Pada 2020, tidak ada laporan dan tindakan anti-persaingan yang terkait dengan praktik bisnis Perusahaan.

3. Komitmen Perusahaan untuk Menghormati Hak Atas Kekayaan Intelektual

Perusahaan senantiasa menghormati hak kekayaan intelektual yang diciptakan oleh karyawan untuk selanjutnya diberikan pengakuan dan penghargaan atas hasil karya inovasi tersebut. Pegawai yang memiliki hak atas hasil karya tersebut harus memperlakukan informasi yang terkait dengan proses atau produk tersebut sebagai milik Perusahaan baik selama masa kerja maupun setelah Pegawai tidak bekerja lagi untuk Perusahaan.

4. Kebijakan Perusahaan Terhadap Lobi, Kontribusi Politik, dan Keterlibatan Politik

Perusahaan mengakui hak setiap Insan Perusahaan untuk menyalurkan aspirasi politik sesuai dengan pilihannya. Oleh karena itu, Perusahaan tidak memperbolehkan seorang pun melakukan pemaksaan kepada orang lain sehingga membatasi hak individu yang bersangkutan untuk menyalurkan aspirasi politiknya.

- c. Prohibit to accept a gift from any party, which is known and reasonably suspected that the gift is given to motivate to do or not to do something in their position that is contrary to their obligations.
- d. Prohibit to receive compensation for the performance of its duties and obligations, among others by deducting or taking part of the payment from third parties.

2. Policy on Fair Business Competition Practices

In conducting its business, the Company is always ready to compete fairly, against monopoly and antitrust. To win the competition, the Company strives as much as possible by formulating special strategies, which are adjusted according to the program and targets to be achieved. In 2020, there were no anti-competitive actions and reports related to the Company's business practices.

3. The Company's Commitment to Respecting Intellectual Property Rights

The Company always respects the intellectual property rights created by employees to further be given recognition and appreciation for the innovations. The employees entitled to the intellectual property rights over a work must treat the information related to its process or product as the Company's property both during the period of service and after the employee no longer works for the Company.

4. The Company's Policy Against Lobbying, Political Contributions, and Political Involvement

The Company recognizes the right of every personnel in the Company to channel political aspirations according to their choice. Therefore, the Company does not allow anyone to coerce others so as to limit the rights of the individual concerned to channel his/her political aspirations.

5. Komitmen Perusahaan Dalam Rangka Patuh Hukum dan Regulasi

Perusahaan menerapkan standar etika dalam melakukan seluruh aktivitas bisnis berdasarkan prinsip-prinsip *Good Corporate Governance* yang termaktub dalam kebijakan di internal. Perusahaan melarang seluruh insan Perusahaan yang terdiri atas Dewan Komisaris, Direksi, seluruh unit kerja dari Kantor Pusat, Kantor Wilayah, Kantor Cabang, dan pihak yang terkait melakukan transaksi yang bertentangan dengan hukum dan prinsip-prinsip *Good Corporate Governance*.

Perusahaan menerapkan fungsi pengawasan menggunakan audit berdasarkan prinsip-prinsip yang benar dan berlaku umum serta senantiasa mengupayakan agar pelanggaran atas norma-norma dan peraturan yang berlaku dapat dikenai sanksi sesuai ketentuan, baik administrasi maupun hukum. Setiap unit kerja berkewajiban untuk senantiasa menindaklanjuti setiap temuan hasil audit yang disampaikan oleh fungsi pengawasan.

UPAYA PROMOSI TANGGUNG JAWAB SOSIAL KEPADA RANTAI PEMASOK

Kegiatan tanggung jawab sosial dilaksanakan untuk memberikan manfaat bagi seluruh *stakeholder* termasuk pemasok. Perusahaan melaksanakan proses pemilihan pemasok dengan menerapkan prinsip transparan, terbuka, adil dan kompetitif. Pemasok diseleksi berdasarkan ketentuan yang diatur dalam Rencana Kerja dan Syarat untuk setiap pengadaan. Meskipun demikian, Perusahaan berupaya untuk melakukan kerja sama dengan pemasok lokal sebagaimana diatur dalam SK SOP Pengadaan Barang Dan Jasa Bukan Pesawat dan Jasa Keuangan PT Citilink Indonesia No: CITILINK/JKTIB/SOP/001/2016 mengenai Pedoman Pengadaan Barang dan Jasa Bukan Pesawat dan Jasa Keuangan.

Upaya ini ditempuh untuk memberikan kesempatan kerja sama dengan perusahaan dalam negeri sehingga Perusahaan dapat ikut serta berkontribusi dalam pembangunan ekonomi nasional. Selain itu, upaya tersebut juga memberikan manfaat bagi Perusahaan,

5. The Company's Commitment to Comply with Laws and Regulations

The Company applies ethical standards in conducting all business activities based on the principles of Good Corporate Governance as set out in its internal policies. The Company prohibits all Company's personnel of the Board of Commissioners, Board of Directors, all work units from the Head Office, Regional Offices, Branch Offices, and related parties from conducting transactions that are contrary to the laws and the principles of Good Corporate Governance.

The Company implements a supervisory function using audits based on correct and generally accepted principles and always strives to impose sanctions on the violations of applicable norms and regulations in accordance with the provisions, both administrative and legal. Each work unit is obliged to always follow up on any audit findings submitted by the supervisory function.

EFFORTS TO PROMOTE SOCIAL RESPONSIBILITY TO THE SUPPLY CHAINS

The social responsibility activities are organized to provide benefits to all stakeholders including suppliers. The Company selects a supplier through a process conducted in the principles of transparency, openness, fairness and competitiveness. The suppliers are selected based on the provisions set out in the Work Plan and Terms for each procurement. Nevertheless, the Company strives to cooperate with the local suppliers as stipulated in the Decree of PT Citilink Indonesia No: CITILINK/JKTIB/SOP/001/2016 regarding Guidelines for the Procurement of Non-Aircraft Goods and Services and Financial Services.

This effort is taken to provide opportunities for cooperation with local companies so that the Company can participate in contributing to national economic development. In addition, this effort also provides benefits for the Company, in the form of operational cost efficiency and the potential

berupa efisiensi biaya operasional dan potensi jangka waktu pengadaan pun dapat dipersingkat. Perusahaan mendefinisikan pemasok lokal adalah perusahaan yang berada di area yang sama dengan wilayah operasional Perusahaan.

PROSEDUR DAN MEKANISME PENANGANAN KONFLIK TERKAIT OPERASI YANG ADIL

Perusahaan senantiasa menerapkan prinsip-prinsip Tata Kelola Perusahaan yang baik atau *Good Corporate Governance* (GCG) yang merupakan panduan bagi seluruh insan Perusahaan dalam menjalankan kegiatan operasional. Setiap pelanggaran yang terjadi akan dikenakan sanksi dengan tegas sesuai kebijakan Perusahaan dan peraturan yang berlaku.

Perusahaan senantiasa menjamin terlaksananya semua kebijakan dengan baik dan meminimalisir konflik yang terjadi terkait kegiatan operasi yang adil. Adapun lingkup dan tanggung jawab sosial Perusahaan terkait operasi yang adil diimplementasikan melalui sistem pengadaan dan kontrak pekerjaan. Perusahaan telah memiliki SOP terkait penanganan konflik terkait praktik operasi yang adil.

PENCAPAIAN DAN PENGHARGAAN INISIATIF TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

Sepanjang tahun 2020, Perusahaan tidak memiliki kasus indikasi korupsi dan suap yang dihadapi oleh anggota Dewan komisaris, anggota Direksi beserta karyawan maupun anak usaha Perusahaan. Segenap insan Perusahaan juga tercatat tidak berpartisipasi aktif baik secara langsung maupun tidak langsung kepada partai politik. Hal ini dipengaruhi oleh penerapan *Code Of Conduct* serta prinsip-prinsip GCG yang telah diterapkan dengan baik, serta partisipasi pemangku kepentingan yang turut mendukung penerapan program tanggung jawab sosial terhadap operasi yang adil.

for shortening the procurement period. the Company defines local suppliers as companies located in the same area as the Company's operational areas.

PROCEDURE AND MECHANISM FOR HANDLING CONFLICTS ON FAIR OPERATIONS

The Company always applies the principles of Good Corporate Governance (GCG) which is a guide for all Company personnel in carrying out operational activities. Any violations that occur will be subject to strict sanctions in accordance with the Company's policies and applicable regulations.

The Company always ensures all the policies are implemented properly and minimizes the occurrence of conflicts related to fair operations. The corporate social responsibility on fair operations is implemented through the procurement system and work contracts. The Company has also established the SOP for handling the conflicts related to fair operating practices.

ACHIEVEMENTS AND AWARDS FOR SOCIAL RESPONSIBILITY INITIATIVES RELATED TO FAIR OPERATIONS

In 2020, the Company did not have any cases of indications of corruption and bribery faced by members of the Board of Commissioners, members of the Board of Directors and employees or subsidiaries of the Company. All of the Company's personnel were also recorded as not actively participating either directly or indirectly with political parties. This thanks to the proper implementation of the Code Of Conduct and the principles of GCG, as well as the participation of stakeholders in supporting the implementation of social responsibility programs for fair operations.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP LINGKUNGAN

Corporate Social Responsibility on Environment

Dalam rangka menjaga dan melestarikan lingkungan, Perusahaan memandang pelaksanaan CSR terhadap lingkungan sebagai sarana bagi Perusahaan untuk mewujudkan kepedulian bagi lingkungan sekitar sekaligus berperan sebagai investasi yang mendukung pertumbuhan berkelanjutan. Hal ini didasari kesadaran pada aktivitas bisnis yang dijalankan Perusahaan memiliki dampak terhadap lingkungan, baik secara langsung maupun tidak langsung.

FOKUS CSR DI BIDANG LINGKUNGAN HIDUP

Dalam pelaksanaannya, CSR Perusahaan di bidang lingkungan hidup berfokus pada upaya meminimalisir dampak terhadap lingkungan yang dihasilkan oleh industri penerbangan, termasuk implementasi kegiatan operasional berwawasan lingkungan dan berkonsep hijau. Hal ini didasari oleh kegiatan operasional Perusahaan yang melibatkan proses pembuangan bahan bakar yang menghasilkan tingkat emisi dan limbah yang berdampak terhadap lingkungan. Menyadari hal ini, Perusahaan berkomitmen untuk meminimalkan dampak yang ditimbulkan terhadap lingkungan, antara lain melalui Analisis Mengenai Dampak Lingkungan (AMDAL).

INISIATIF PERSEROAN TERHADAP PROGRAM CSR TERKAIT KELESTARIAN LINGKUNGAN HIDUP

Pelaksanaan CSR di bidang lingkungan hidup berprinsip pada pengupayaan praktik-praktik terbaik (*best practices*) dalam mewujudkan kelestarian lingkungan. Prinsip ini direalisasikan melalui sejumlah program yang diusung Perusahaan, antara lain: penghematan konsumsi energi (listrik, air, dan BBM) serta pengelolaan limbah dan emisi. Penjabarannya adalah sebagai berikut:

1. Konsumsi listrik

Penggunaan listrik dalam kegiatan operasional digunakan dalam pengoperasian komputer, mesin-mesin perkantoran, lampu, pendingin udara, dan penggunaan lift. Hingga 31 Desember 2020, penggunaan listrik Perusahaan tercatat sebesar 1.260.720 Kwh. Perusahaan telah mencanangkan strategi efisiensi konsumsi listrik antara lain:

In order to maintain and preserve the environment, the Company views the implementation of CSR on the environment as a means for the Company to realize concern for the surrounding environment as well as acting as an investment that supports the sustainable growth. This is based on the awareness that the Company's business activities have an impact on the environment, either directly or indirectly.

FOCUS OF THE CSR ON ENVIRONMENT

In practice, the Company's CSR in the environmental sector focuses on the efforts to minimize the impact on the environment generated by the aviation industry, including the implementation of operational activities under the environmental perspective and green concept. This is because the Company's operational activities involve in the process of disposing of fuel which results in high levels of emissions and waste that have an impact on the environment. By recognizing this, the Company is committed to minimizing the impact on the environment, among others through the certification of Environmental Impact Analysis (AMDAL).

INITIATIVES OF THE COMPANY ON CSR PROGRAMS RELATED TO ENVIRONMENTAL SUSTAINABILITY

The implementation of CSR on the environment is based on the pursuit of best practices in realizing environmental sustainability. This principle is realized through a number of programs carried out by the Company, including saving energy consumption (electricity, water, and fuel) as well as waste and emission management. The description is as follows:

1. Electricity Consumption

Electricity in the operational activities is used for operating computers, office machines, lights, air conditioning, and elevators. As of December 31, 2020, the Company's electricity usage was recorded at 1,260,720 Kwh. The Company has launched a strategy for efficiency in the electricity consumption, among others by:

- a. Mengimbuai penggunaan pendingin udara, lampu, dan komputer hanya pada saat dibutuhkan;
- b. Optimalisasi pencahayaan alam untuk penerangan ruangan; dan
- c. Penggunaan lampu LED (hemat energi).

2. Konsumsi air

Perusahaan terus mengupayakan efisiensi konsumsi air melalui imbuai penghematan penggunaan air bagi seluruh karyawan Citilink. Hingga akhir tahun 2020, konsumsi air Perusahaan tercatat sebanyak 9.014 m³. Citilink senantiasa menekan dan mengupayakan efisiensi konsumsi air melalui:

- a. Imbuai kepada karyawan untuk menggunakan air sesuai keperluan; dan
- b. Penyediaan air minum dalam galon untuk kebutuhan air minum sehari-hari, bukan dalam kemasan gelas/botol yang mana seringkali tidak habis dikonsumsi.

3. Konsumsi Bahan Bakar Minyak (BBM)

Perusahaan menyadari bahwa sebagai Perusahaan maskapai penerbangan tidak terlepas dari penggunaan bahan bakar minyak (BBM) sebagai salah satu sumber daya yang menunjang kegiatan operasional. BBM yang digunakan Perusahaan berupa avtur bagi penerbangan Perusahaan serta bensin bagi kendaraan operasional Perusahaan. Perusahaan berfokus pada penghematan bahan bakar yang berimplikasi pada pengelolaan emisi gas buang yang lebih efisien.

Adapun strategi yang diusung Perusahaan dalam mengelola efisiensi penggunaan BBM antara lain:

- a. Memeriksa tekanan angin ban kendaraan secara berkala. Hal ini mendukung upaya efisiensi BBM yang cukup signifikan;
- b. Tidak memacu kendaraan dengan putaran mesin yang tinggi; dan
- c. Selalu mengikuti ketentuan waktu untuk perawatan kendaraan (*service* berkala).

- a. Urging the use of air conditioners, lights and computers only when needed;
- b. Optimizing the natural light for lighting the rooms; and
- c. Using LED lamps (energy saving).

2. Water Consumption

The Company continues to strive for consuming water efficiently through a water saving campaign to all Citilink employees. Until the end of 2020, the Company's water consumption was recorded at 9,014 m³. Citilink always strives to save the water and apply water consumption efficiency by:

- a. Urging the employees to use water as needed; and
- b. Providing the drinking water in a gallon, not in a glass/bottle packaging which often people don't finish in drinking it.

3. Fuel Consumption

The Company realizes that as an airline company, it is inseparable from the use of fuel as one of the resources that support the operational activities. The Company uses aviation fuel for its flights and gasoline for the Company's operational vehicles. The Company focuses on fuel saving which has implications for more efficient management of exhaust emissions.

The strategy taken by the Company in managing the efficiency of fuel use includes:

- a. Checking the vehicle tire pressure regularly. This supports the fuel efficiency efforts significantly;
- b. Not speeding up the vehicles with high engine rotations; and
- c. Always follow the time table for vehicle maintenance.

4. Pengelolaan limbah

Limbah yang dihasilkan dari aktivitas bisnis Perusahaan berupa limbah padat, limbah cair, dan limbah udara. Dalam mengupayakan pengelolaan limbah padat dan limbah cair, Perusahaan menunjuk pihak ketiga untuk mengangkut sampah-sampah dan mengelola *septic tank*. Selain itu, Perusahaan juga mengupayakan pengelolaan limbah udara melalui penghematan bahan bakar dan pengelolaan emisi gas buang dengan telah dilakukannya identifikasi AMDAL.

DAMPAK PELAKSANAAN KEGIATAN CSR DI BIDANG LINGKUNGAN

Kegiatan pengelolaan lingkungan yang dilakukan Perusahaan di tahun 2020, berdampak positif terhadap kelangsungan Perusahaan. Melalui pengelolaan yang tepat dan sesuai prosedur yang berlaku atas operasional Perusahaan, menghasilkan efisiensi biaya yang tentu saja berdampak positif terhadap kinerja keuangan Perusahaan. Di samping itu, pengelolaan lingkungan terkait kegiatan operasional juga berdampak positif terhadap kelancaran proses kegiatan usaha Perusahaan, dimana hampir tidak ada pengaduan yang signifikan dari masyarakat sekitar dan pihak-pihak yang berkepentingan terkait dampak kegiatan usaha Perusahaan yang mencemari lingkungan.

Sementara itu, proses identifikasi bahaya lingkungan sejak dini dan pemantauan atas dampak dan risiko lingkungan yang secara berkala dilakukan Perusahaan, berdampak positif terhadap keberlanjutan usaha Perusahaan yang secara langsung maupun tidak langsung memperkuat serta meningkatkan kepercayaan pemegang saham terhadap Perusahaan.

Hingga akhir tahun 2020, tidak terdapat pengaduan terkait masalah atau pencemaran lingkungan dari masyarakat sekitar atas setiap proses kegiatan usaha Perusahaan yang berdampak signifikan terhadap kelangsungan usaha Perusahaan.

4. Waste Management

The wastes generated from the Company's business activities are in the form of solid waste, liquid waste, and air waste. In pursuing the management of solid waste and liquid waste, the Company appoints a third party to transport the waste and manage the septic tanks. In addition, the Company also strives for air waste management through fuel savings and exhaust emission management using the AMDAL certification.

IMPACT OF THE IMPLEMENTATION OF CSR ACTIVITIES IN THE ENVIRONMENTAL SECTOR

The environmental management activities conducted by the Company in 2020 have a positive impact on the sustainability of the Company. Through proper management and in accordance with applicable procedures for the Company's operations, resulting in cost efficiency which of course has a positive impact on the Company's financial performance. In addition, the environmental management related to operational activities also has a positive impact on the smooth running of the Company's business activities, where there were almost no significant complaints from the surrounding community and interested parties regarding the impact of the Company's business activities that pollute the environment.

In the meantime, the process of early identification of environmental hazards and the monitoring of environmental impacts and risks that are regularly done by the Company, have a positive impact on the sustainability of the Company's business which directly or indirectly strengthens and increases shareholder confidence in the Company.

Until the end of 2020, there were no complaints related to environmental problems or pollution from the surrounding community for any process of the Company's business activities that had a significant impact on the continuity of the Company's business.

MEKANISME PENGADUAN MASALAH LINGKUNGAN

Untuk memastikan komitmen Perusahaan terkait lingkungan terlaksana dengan baik dan sesuai rencana, Perusahaan melibatkan seluruh pemangku kepentingan untuk turut berpartisipasi dalam mengawasi berjalannya kegiatan-kegiatan terkait lingkungan hidup.

Jika terdapat masalah terkait lingkungan hidup yang disebabkan oleh kegiatan operasional Perusahaan, pemangku kepentingan dapat menyampaikannya melalui guestbook atau buku tamu pada website resmi Perusahaan di www.citilink.co.id. Selanjutnya, pengaduan tersebut akan ditindaklanjuti oleh unit *Corporate Secretary & CSR*.

Sepanjang tahun 2020, Perusahaan tidak mendapat laporan pengaduan yang berkaitan dengan masalah lingkungan. Perusahaan juga tidak dikenai denda atau sanksi atas ketidakpatuhan terhadap Undang-undang atau peraturan terhadap lingkungan.

SERTIFIKASI DAN PENGHARGAAN DI BIDANG LINGKUNGAN

Sepanjang tahun 2020, Perusahaan belum mendapatkan penghargaan maupun sertifikasi terkait aspek lingkungan. Kendati demikian, dalam setiap kegiatan operasionalnya, Perusahaan senantiasa mengimplementasikan kebijakan dan program terkait lingkungan dalam rangka membangun hubungan yang berkelanjutan dengan pemangku kepentingan.

MECHANISM FOR FILING ENVIRONMENTAL COMPLAINT

To ensure that the Company's commitment to the environment is carried out properly and according to the plan, the Company involves all stakeholders to participate in supervising the implementation of activities related to the environment.

If there are problems related to the environment caused by the Company's operational activities, the stakeholders can file a complaint on the guestbook of the Company's official website www.citilink.co.id. The complaint will be followed up by the Corporate Secretary & CSR unit.

Throughout 2020, the Company did not receive any complaints related to environmental issues. The Company was also not subject to fines or sanctions for non-compliance with the laws or regulations on the environment.

ENVIRONMENTAL CERTIFICATIONS AND AWARDS

In 2020, the Company did not receive any awards or certifications related to environmental aspect. However, in each of its operational activities, the Company always implements the policies and programs for preserving the environment in order to build sustainable relationships with stakeholders.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP LAYANAN DAN PENUMPANG

Corporate Social Responsibility on Services and Passengers

Perusahaan menyadari keberadaan penumpang sebagai salah satu tokoh penting yang berkontribusi terciptanya keberlangsungan usaha jangka panjang. Menyadari hal ini, Perusahaan menempatkan pemeliharaan kepercayaan penumpang terhadap Perusahaan sebagai fokus utama dalam merealisasikan tanggung jawab Perusahaan terhadap layanan dan penumpang.

The Company recognizes the passengers as one of the important figures who contribute to the creation of long-term business sustainability. To that end, the Company places the maintenance of passengers' trust in the Company as the main focus in realizing the Company's responsibility for services and passengers.

REALISASI CSR TERHADAP LAYANAN DAN PENUMPANG

1. Kualitas layanan dan kemudahan bagi penumpang

Tanggung jawab Perusahaan terhadap layanan dan penumpang diwujudkan melalui penyediaan layanan yang berkualitas dan komprehensif yang disertai layanan pendukung yang memberikan kemudahan bagi penumpang. Upaya ini sejalan dengan pencapaian visi misi Perusahaan untuk menjadi maskapai berbiaya murah (*low-cost carrier*) berkelas dunia melalui penyediaan layanan transportasi udara yang bebas kerumitan dan berstandar internasional. Perusahaan senantiasa menjamin kemudahan bagi penumpang dari proses pemesanan tiket, pembayaran, proses *check-in*, hingga saat dan sesudah penerbangan.

2. Keselamatan penumpang

Perusahaan memiliki komitmen tinggi dalam menjaga keselamatan penumpang melalui peningkatan kepatuhan terhadap regulasi penerbangan yang berlaku dalam lingkup nasional maupun internasional. Upaya ini sejalan dengan keberadaan Kebijakan Keselamatan (*Safety Policy*) yang diterapkan selama penerbangan oleh seluruh staf operasional, diantaranya pilot, awak kabin, dan teknisi pesawat.

Dalam menunjang keselamatan penumpang, Perusahaan mempersiapkan sumber daya manusia yang berkualitas dan berwawasan terhadap regulasi keselamatan penerbangan, terutama personel yang berhubungan langsung dalam penerbangan, seperti: pilot, awak kabin, dan teknisi pesawat. Tanggung jawab Perusahaan terhadap keselamatan penumpang

REALIZATION OF CSR ON SERVICES AND PASSENGERS

1. Quality of services and convenience for passengers

The Company's social responsibility on services and passengers is realized through the provision of quality and comprehensive services accompanied by supporting services that provide convenience for passengers. This is in line with the efforts to achieve the Company's vision and mission to become a world-class low-cost carrier through the provision of hassle-free and international standard air transportation services. The Company always guarantees convenience for passengers from the ticket booking process, payment, check-in process, to during and after the flight.

2. Passenger Safety

The Company is highly committed to maintaining the passenger safety through enhancing its compliance with applicable aviation regulations both nationally and internationally. This is in line with the Safety Policy that is implemented during flights by all operational staff, including pilots, cabin crew, and aircraft technicians.

In supporting the passenger safety, the Company prepares qualified human resources equipped with knowledge about aviation safety regulations, especially personnel who are directly related to the flights, such as pilots, cabin crew, and aircraft technicians. The Company's responsibility for passenger safety is also shown in the safety demonstrations by cabin crew

ditunjang dengan peragaan alat keselamatan (*safety demonstration*) oleh awak kabin di setiap penerbangan, serta penyediaan brosur informasi evakuasi darurat yang menjadi standar internasional keselamatan penumpang.

3. Informasi produk dan layanan

Melengkapi komitmen Perusahaan dalam memberikan kemudahan bagi penumpang, Perusahaan telah menyediakan kebijakan informasi produk dan layanan kepada penumpang melalui:

- a. Penyediaan situs resmi Perusahaan, yaitu www.citilink.co.id;
- b. Akun media sosial, seperti: *Instagram*, *Facebook*, *Twitter* dan *YouTube*; dan
- c. Aplikasi *mobile* yang dapat diunduh di *Google Play Store* dan *Apple Store*.

4. Pengaduan pelanggan

Bentuk tanggung jawab Perusahaan terhadap penumpang lainnya berupa penyediaan layanan pengaduan pelanggan bertajuk *Customer Care Portal*, diantaranya melalui:

on every flight, as well as the provision of emergency evacuation information brochures that become international standards for passenger safety.

3. Information on products and services

Complementing the Company's commitment to providing convenience for passengers, the Company has provided product and service information to passengers through:

- a. The Company's official website www.citilink.co.id;
- b. Social media accounts on: Instagram, Facebook, Twitter and YouTube; as well as
- c. Mobile application that can be downloaded from Google Play Store and Apple Store.

4. Customer Complaint

The Company's responsibility on passengers is also realized in the provision of Customer Care Portal, which covers:



Call Center 24 jam : 0804 1 080808
Call Center 24 hours



Situs resmi Citilink : www.citilink.co.id
Citilink Official Website



Fitur *live chat* di situs resmi Citilink
Live chat feature on the Citilink official website



TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP KETENAGAKERJAAN, KESEHATAN, DAN KESELAMATAN KERJA

Corporate Social Responsibility on Employment, Occupational Health and Safety

Perusahaan memandang pentingnya Sumber Daya Manusia (SDM) sebagai fondasi utama dari seluruh dimensi operasional dan bisnis yang dijalankan. Dengan menitikberatkan pada SDM, Perusahaan senantiasa melakukan pemenuhan tanggung jawab terhadap aspek Ketenagakerjaan, Kesehatan dan Keselamatan Kerja dengan harapan dapat menyelenggarakan suasana kerja yang kondusif, yang pada akhirnya dapat mendorong produktivitas. Realisasi tanggung jawab Perusahaan kepada karyawan merujuk pada ketentuan dan regulasi ketenagakerjaan dan kesehatan serta keselamatan karyawan yang berlaku.

Perusahaan memaknai Kesehatan dan Keselamatan Kerja (K3) sebagai hal strategis yang menjaga eksistensi Perusahaan. Perusahaan menghormati hak karyawan untuk bekerja di lingkungan yang sehat dan aman. Hal tersebut merupakan syarat penting untuk terselenggaranya kegiatan operasional yang nyaman di Perusahaan. Dengan terciptanya kenyamanan dan terlindungi dari kemungkinan kecelakaan kerja, maka semua karyawan bekerja dengan lebih tenang dan fokus, yang akan memicu terciptanya produktivitas yang tinggi. Perusahaan senantiasa menjalankan program K3 di semua area operasinya. Oleh karena itu, Perusahaan menempatkan aspek K3 sebagai prioritas utama dalam setiap pelaksanaan kerja melalui berbagai langkah sebagai berikut:

1. Melaksanakan berbagai implementasi Sistem manajemen Kesehatan dan Keselamatan Kerja (SMK3) sesuai dengan peraturan yang berlaku secara konsisten dalam upaya memberikan perlindungan optimal pada pegawai Perusahaan dari hal-hal yang dapat mengancam keselamatan dan kesehatan pegawai.
2. Mengupayakan perbaikan berkelanjutan atas berbagai infrastruktur yang berkaitan dengan K3.
3. Menyertakan partisipasi pegawai sebagai bagian dari upaya peningkatan pelaksanaan kesehatan dan keselamatan kerja.

The Company views the importance of Human Resources (HR) as the main foundation of all operational and business activities. By focusing on HR, the Company always fulfills its responsibilities for the aspects of Employment, as well as Occupational Health and Safety in the hope of providing a conducive working atmosphere, which in turn can encourage productivity. The realization of the Company's responsibility to employees refers to the applicable provisions and regulations on employment and occupational health and safety.

The Company defines Occupational Health and Safety (OHS) as a strategic matter that maintains the existence of the Company. The Company respects the right of employees to work in a healthy and safe environment. This is an important requirement for the implementation of comfortable operational activities in the Company. By creating comfort and being protected from possible work accidents, all employees can work more calmly and focused, which will trigger the creation of high productivity. The Company always implement the OHS practices in all areas of its operations. Therefore, the Company places the OHS aspect as a top priority in every work implementation through various steps as follows:

1. Implement the Occupational Health and Safety Management System (OHSMS) in accordance with applicable regulations consistently in an effort to provide optimal protection to the Company's employees from any threat to their safety and health.
2. Strive for continuous improvement of various infrastructures related to OHS.
3. Include the employee participation as part of efforts to improve the implementation of occupational health and safety.

- | | |
|---|---|
| <ol style="list-style-type: none"> 4. Memperoleh beberapa sertifikasi yang berhubungan dengan K3 (SMK-3 untuk beberapa proyek <i>Zero accident award</i>). 5. Menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja. 6. Menerapkan sistem manajemen ISO 9001:2016, SMK3, OHSAS, ISO 14001:2016, manajemen risiko yang telah dijabarkan dalam tata cara dan instruksi kerja yang berlaku untuk memenuhi standar keselamatan dan kesehatan kerja serta tercapainya <i>Zero accident</i> (kecelakaan nihil) pada setiap unit kerja. | <ol style="list-style-type: none"> 4. Obtain several certifications related to OHS (OHSMS for several Zero accident award projects). 5. Implement the Occupational Health and Safety Management System. 6. Implement the management system of ISO 9001:2016, SMK3, OHSAS, ISO 14001:2016, risk management which has been described in the work procedures and instructions that apply to meet occupational safety and health standards and the achievement of Zero accident in each work unit. |
|---|---|

KESETARAAN GENDER DAN KESEMPATAN KERJA

Perusahaan memberlakukan kebijakan kesetaraan gender kepada pegawai dalam mengembangkan kompetensi dan pengembangan karir tanpa membedakan gender, ras, warna kulit, agama, atau asal negara. Hal ini sejalan dengan pemenuhan sebagai salah satu pemenuhan hak asasi manusia untuk tumbuh dan berkembang. Dalam pemberian kesempatan pengembangan kompetensi dan karir, Citilink memiliki kebijakan kesejahteraan karyawan yang didasari oleh prinsip 3P (*People, Position, dan Performance*).

PRAKTIK KESEHATAN DAN KESELAMATAN KERJA

Kesehatan dan Keselamatan kerja merupakan salah satu faktor penting penunjang keberlangsungan proses bisnis yang efektif. Citilink senantiasa memperhatikan kesehatan dan keselamatan kerja seluruh karyawannya, terutama karyawan yang beroperasi dalam penerbangan, seperti pilot dan awak kabin. Untuk itu, Perusahaan mengedepankan kesehatan dan keselamatannya melalui pemberian jaminan berupa asuransi jiwa dan asuransi kesehatan serta sosialisasi dan pemberian pelatihan tanggap darurat. Mekanisme praktik kesehatan dan keselamatan kerja Perusahaan telah memenuhi standar dan regulasi yang berlaku di industri penerbangan.

GENDER EQUALITY AND EMPLOYMENT OPPORTUNITIES

The Company enforces a gender equality policy for employees in developing their competency and career regardless of gender, race, color, religion, or national origin. This is in line with fulfillment human rights to grow and develop. In providing the competency and career development opportunities, Citilink has issued the employee welfare policy based on the 3P (*People, Position, and Performance*) principles.

OCCUPATIONAL HEALTH AND SAFETY PRACTICES

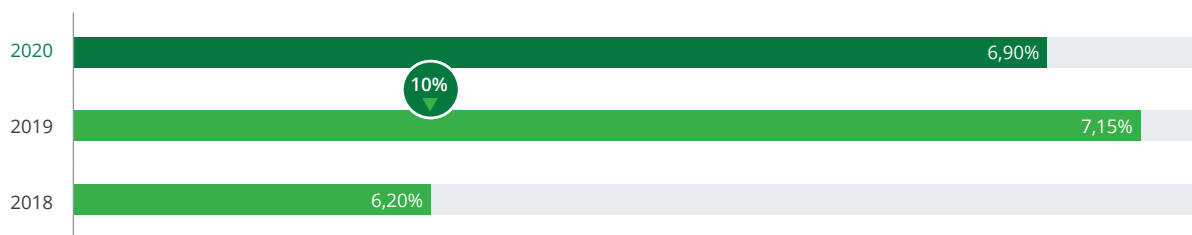
Occupational Health and Safety is one of the important factors to support the continuity of an effective business process. Citilink always pays attention to the health and safety of all its employees, especially employees who operate in flights, such as pilots and cabin crew. To that end, the Company prioritizes its health and safety through the provision of guarantees in the form of life insurance and health insurance as well as socialization and provision of emergency response training. The Company's occupational health and safety practices have complied with the applicable standards and regulations in the aviation industry.

TINGKAT PERPINDAHAN KARYAWAN (*TURNOVER*)

Perusahaan terus mengupayakan lingkungan dan iklim kerja yang kondusif sehingga tingkat perputaran karyawan (*turnover*) dapat ditekan. Tingkat *turnover* karyawan Citilink pada tahun 2020 adalah 6,90%. Hasil ini mengalami penurunan dari tahun 2019 yang sebelumnya sebesar 7,15%.

EMPLOYEE TURNOVER

The Company continues to strive to provide a conducive work environment and climate so that the employee turnover can be reduced. Citilink's employee turnover rate in 2020 was 6.90%. This figure decreased from 2019 of 7.15%.



PEMENUHAN KESEJAHTERAAN DAN HAK KARYAWAN

Kesejahteraan seluruh karyawan senantiasa menjadi hal yang sangat diperhatikan oleh Perusahaan, agar selalu terjalin sinergi antar karyawan dengan Perusahaan demi terciptanya produktivitas kerja dan kinerja yang optimal. Guna meningkatkan motivasi kinerja dan loyalitas karyawan, Perusahaan memenuhi kesejahteraan dan hak karyawan melalui berbagai kebijakan, antara lain tunjangan karyawan, kenaikan gaji berkala, pemberian hak cuti, kebijakan promosi jabatan, hingga kebijakan pemberian bonus sebagai bentuk apresiasi terhadap karyawan yang diukur berdasarkan kinerja karyawan. Perusahaan juga memberikan program BPJS Kesehatan dan Ketenagakerjaan kepada seluruh karyawan. Perusahaan senantiasa menciptakan kadar kesejahteraan yang adil sesuai dengan bobot tanggung jawab serta penorehan kinerja.

FULFILLMENT OF EMPLOYEE WELFARE AND RIGHTS

The Company pays a great attention to the welfare of its employees, so that there is always a synergy between employees and the Company to create work productivity and optimal performance. In order to increase the performance motivation and employee loyalty, the Company fulfills the employee welfare and rights through various policies, including employee benefits, periodic salary increases, granting leave rights, promotion, to giving bonuses as a form of appreciation for employees which is measured based on the employee performance. The Company also provides the insurance programs of Social Security Administrator (BPJS) Health and Employment to all employees. The Company formulates the welfare fairly in accordance with the weight of responsibility and performance.

RASIO GAJI TERTINGGI DAN TERENDAH PER BULAN

RATIO OF HIGHEST AND LOWEST SALARY PER MONTH

Rasio Ratio	Skala Perbandingan Comparison Scale
Rasio Gaji Karyawan yang Tertinggi dan Terendah Ratio of Highest and Lowest Employee Salary	1 : 12,96

Perusahaan senantiasa menaati seluruh aturan yang berlaku terkait remunerasi kepada karyawan. Perusahaan menyediakan program remunerasi yang kompetitif dengan struktur remunerasi mengacu kepada peraturan perundang-undangan yang berlaku di bidang ketenagakerjaan. Skema remunerasi yang disusun Perusahaan secara umum meliputi gaji pokok, tunjangan dan bonus tahunan berdasarkan kebijakan Perusahaan dengan mempertimbangkan aspek 3P (*People, Position, dan Performance*).

The Company always complies with all applicable regulations regarding remuneration for its employees. The Company provides a competitive remuneration program with a structure referring to the prevailing laws and regulations related to manpower. The remuneration scheme prepared by the Company generally includes basic salary, allowances and annual bonuses based on the Company's policy by considering the 3P (*People, Position, and Performance*) aspects.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP SOSIAL KEMASYARAKATAN

Corporate Social Responsibility on Community

Perusahaan berkomitmen untuk terus melaksanakan program tanggung jawab sosial kemasyarakatan karena Perusahaan menyadari bahwa aspek kemasyarakatan merupakan salah satu faktor pendukung keberlangsungan usaha yang berkelanjutan. Program tanggung jawab Perusahaan terhadap pengembangan masyarakat mampu menumbuhkan kepercayaan masyarakat yang berimplikasi terhadap penguatan eksistensi Perusahaan di industri penerbangan. Oleh karena itu, Perusahaan senantiasa memberikan manfaat yang nyata dan berkesinambungan bagi masyarakat, khususnya masyarakat di sekitar lingkungan operasional Perusahaan.

The Company is committed to continue implementing the social responsibility programs because the Company realizes that the community aspect is one of the supporting factors for sustainable business. The Company's responsibility program for community development is able to foster public trust which has implications for strengthening the Company's existence in the aviation industry. Therefore, the Company always provides tangible and sustainable benefits for the community, especially those around the Company's operational areas.

FOKUS CSR DI BIDANG SOSIAL KEMASYARAKATAN

Dalam merealisasikan tanggung jawab Perusahaan terhadap sosial kemasyarakatan, Perusahaan berfokus pada pemberdayaan masyarakat melalui program edukasi, bakti sosial, serta bentuk donasi lainnya.

FOCUS OF CSR ON COMMUNITY

The Company realizes its social responsibilities by empowering the community through educational programs, social services, as well as various forms of donation.

REALISASI PROGRAM CSR DI BIDANG SOSIAL KEMASYARAKATAN

Sepanjang tahun 2020, Perusahaan telah menyelenggarakan berbagai program tanggung jawab sosial, antara lain sebagai berikut:

REALIZATION OF CSR PROGRAMS ON COMMUNITY

Throughout 2020, the Company implemented various programs on the community development, including the following:

1. Bantuan Bencana Banjir Flood Disaster Relief

Pada 9 Januari 2020, Citilink membagikan bantuan kepada warga yang terdampak banjir di wilayah sekitar operasional Perusahaan (Cengkareng dan Halim). Bantuan yang diberikan berupa makanan cepat saji, obat-obatan, air mineral, berbagai kebutuhan harian pakaian layak pakai dan juga selimut. Bantuan diberikan untuk warga yang terdampak banjir di daerah Cawang, Jatinegara, Cipinang Melayu, Ciledug Indah, Benda dan Periuk Jaya Permai.

On January 9, 2020, Citilink distributed aid to residents affected by floods in the areas around the Company's operations (Cengkareng and Halim). The disaster assistance was provided in the form of fast food, medicines, mineral water, various daily necessities like proper clothing and blankets. The aid was distributed to the residents affected by flooding in the areas of Cawang, Jatinegara, Cipinang Melayu, Ciledug Indah, Benda and Periuk Jaya Permai.



2. Citilink x WiF World: 1000 APD untuk Indonesia

Citilink x WiF World: 1000 PPE for Indonesia

Di tengah wabah COVID-19, Citilink berkolaborasi dengan Wif World, Kitabisa.com dan SiCepat dalam mengangkut kargo 1000 Alat Pelindung Diri (APD) untuk dibagikan kepada tenaga medis di seluruh Indonesia. 1000 APD yang didistribusikan diantaranya mencakup *surgical gowns, scrubs* (atasan + bawahan), *hair cap, face shield, hazmat, dan shoe cover*.

In the midst of COVID-19 pandemic, Citilink collaborated with Wif World, Kitabisa.com and SiCepat in transporting a cargo of 1000 Personal Protective Equipment (PPE) to be distributed to medical personnel throughout Indonesia. The 1000 PPE included surgical gowns, scrubs (tops + bottoms), hair caps, face shields, hazmat (hazardous materials), and shoe covers.



3. Pengiriman APD dengan KirimAja

Delivery of PPE with KirimAja

Citilink bekerja sama dengan KirimAja, perusahaan logistik yang juga berada di bawah naungan Garuda Indonesia Group, dengan melakukan pengiriman APD untuk beberapa rumah sakit rujukan COVID-19 di Indonesia.

Citilink cooperated with KirimAja, a logistics company that is also under the auspices of the Garuda Indonesia Group, in delivering the PPE to several COVID-19 referral hospitals in Indonesia.



4. Sumbangan Panti Asuhan

Orphanage Donation

Citilink secara rutin memberikan sumbangan untuk Panti Asuhan di berbagai daerah sebagai bentuk rasa syukur dan kepedulian Perusahaan kepada masyarakat yang membutuhkan. Sumbangan yang diberikan di antaranya dilakukan dalam rangka ulang tahun Citilink dan peringatan Idul Adha.

Citilink regularly makes donations to orphanages in various regions as a form of the Company's gratitude and concern for people in need. The donations were made in the context of Citilink's birthday and the commemoration of Eid al-Adha.



5. Kerja Sama dengan Badan Narkotika Nasional (BNN) RI Cooperation with the Indonesian National Narcotics Agency (BNN)

Untuk turut mendukung kerja sama antara Citilink dan Badan Narkotika Nasional (BNN) RI dalam melaksanakan program kampanye untuk pegawai Citilink dan masyarakat luas, Citilink melakukan pemasangan *livery* khusus pada salah satu armada Citilink yang berjenis Airbus A320 dengan tema “Say No to Drugs, Say Yes to Travel, Stop Narkoba”.

Program kerja sama lainnya yang juga sudah berjalan di antaranya adalah program edukasi kepada penumpang melalui pengumuman di dalam penerbangan Citilink, pelaksanaan tes *urine* secara berkala kepada pegawai udara dan darat, pelaksanaan berbagai seminar dan *webinar* tentang pencegahan peredaran narkotika, serta dukungan pemberantasan peredaran narkotika melalui jalur-jalur kargo maupun penumpang pesawat udara.

To support the collaboration between Citilink and the Indonesian National Narcotics Agency (BNN) in implementing a campaign program for Citilink employees and the wider community, Citilink put a special livery on one of Citilink's fleet of Airbus A320 with the writing "Say No to Drugs, Say Yes to Travel, Stop Drugs".

Other cooperation programs that have also been running include education for passengers through announcements on Citilink flights, periodic urine tests for air and ground employees, various seminars and webinars on preventing narcotics trafficking, as well as support for eradicating the narcotics trafficking through air transportation of cargo and passenger flights.



6. Donasi Palang Merah Indonesia (PMI)

Donation to Indonesian Red Cross (PMI)

Sejak tahun 2014, Perusahaan bekerja sama dengan PMI untuk mengumpulkan donasi melalui pembelian tiket Citilink. Penumpang Citilink dapat menyalurkan donasi kepada PMI dengan memilih opsi donasi ketika melakukan pembelian tiket Citilink melalui *website* www.citilink.co.id.

Since 2014, the Company has been collaborating with PMI to collect donations through the Citilink ticket sales. Citilink passengers can make donations to PMI by selecting the donation option when purchasing Citilink tickets through the website www.citilink.co.id.



7. Renovasi Masjid

Mosque Renovation

Citilink memberikan donasi untuk melakukan renovasi untuk Fasilitas Umum yaitu Masjid An-Nur yang berlokasi di Pasar Minggu, Jakarta Selatan sebagai bentuk kepedulian Perusahaan kepada lingkungan sekitar.

Citilink provided donation for renovating the public facility of An-Nur Mosque located in Pasar Minggu, South Jakarta, as a form of the Company's concern for the surrounding community.



SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2020 PT CITILINK INDONESIA

Statement of Members of Board of Commissioners and Board of Directors on the Accountability for the Annual Report 2020 of PT Citilink Indonesia

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Citilink Indonesia tahun 2020 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

We, the undersigned, hereby declare that all information in 2020 Annual Report of PT Citilink Indonesia has been fully disclosed and we are solely responsible upon the accuracy of all contents of the Annual Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement has been made truthfully.

Tangerang, 20 Agustus 2021
Tangerang, August 20, 2021

Dewan Komisaris
Board of Commissioners



DONY OSKARIA
Komisaris Utama
President Commissioner



ABDUL AZIS
Komisaris
Commissioner



ADITA IRAWATI
Komisaris
Commissioner



HASAN M SOEDJONO
Komisaris
Commissioner

Direksi
Board of Directors



JULIANDRA
Direktur Utama
President & CEO



ESTER SIAHAAN
Direktur Keuangan
Chief Financial Officer



BENNY RUSTANTO
Direktur Niaga
Chief Commercial Officer



ERLANGGA SAKTI
Direktur Operasi
Chief Operations Officer

Laporan Tahunan
Annual Report
2020

Citilink
Garuda Indonesia Group

PT Citilink Indonesia

Head Office

Management Support I Building, Garuda City,
Soekarno - Hatta International Airport
Cengkareng, Tangerang 15111
Indonesia
Tlp : 021-39509000
Web : www.citilink.co.id

Registered Office

Komplek Juanda Business Center (JBC)
Blok C1 No.2
Jl. Raya Juanda, Sawotratap,
Gedangan, Sidoarjo
Tlp : 031-8553887