



**Bakrie &
Brothers**



EMBRACING CHALLENGES

ANNUAL REPORT 2020

EMBRACING CHALLENGES

COVID -19 struck the world and triggered an international health emergency. The global economy then also weakened and fell into a recession.

The world order is shifting dramatically. People all over the world are forced to adapt to the new normal in order to face the vulnerable and precarious situation that keeps getting in their way. In Indonesia, this prolonged pandemic has also significantly affected all aspects of the country's social and economic life.

A similar situation is found by PT Bakrie & Brothers Tbk. Responding to an unprecedented situation, PT Bakrie & Brothers Tbk strives to make new breakthroughs throughout 2020; aligning strategies and measures to minimize the impact of a looming crisis. Today, the hard work of all employees of PT Bakrie & Brothers Tbk in building a solid business foundation has provided optimum results, and proven to be a strong capital to embrace and rise above these challenges.

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DISCLAIMER:

This report contains certain statements that may be considered "forward-looking statements", the Company's actual results, performance or achievements could differ materially from those projected in the forward-looking statements as a result, among other factors, of changes in general, national or regional economic and political conditions, changes in foreign exchange rates, changes in the prices and supply and demand on the commodity markets, changes in the size and nature of the Company's competition, changes in legislation or regulations and accounting principles, policies and guidelines and changes in the assumptions used in making such forward-looking statements.

In this Annual Report, the name of the company PT Bakrie & Brothers Tbk, henceforth is also referred to as "BNBR", "Bakrie & Brothers", or "Company".

For more information please visit www.bakrie-brothers.com

COMPANY PROFILE





7 DECADES OF BUILDING INDONESIA

“Industrialization” becomes a common thread on the journey of PT Bakrie & Brothers Tbk business growth throughout its presence in Indonesia. After starting with a general trading business in Lampung, Sumatra in 1942, PT Bakrie & Brothers Tbk founder H. Achmad Bakrie expanded its business by building an iron-based steel industry in Jakarta, which then grew rapidly and became the foundation of growth for the company over time.

Today, the industrialization undertaken by PT Bakrie & Brothers Tbk has penetrated various industrial sectors that are of strategic and sustainable value, in line with national development in this country. In addition to continuing to pursue the manufacturing industry of steel products and expanding its reach, the company also developed the manufacturing industry of automotive components and building materials, entered the construction industry and EPC, and began treading ‘future’ industries such as the development of electric vehicles.

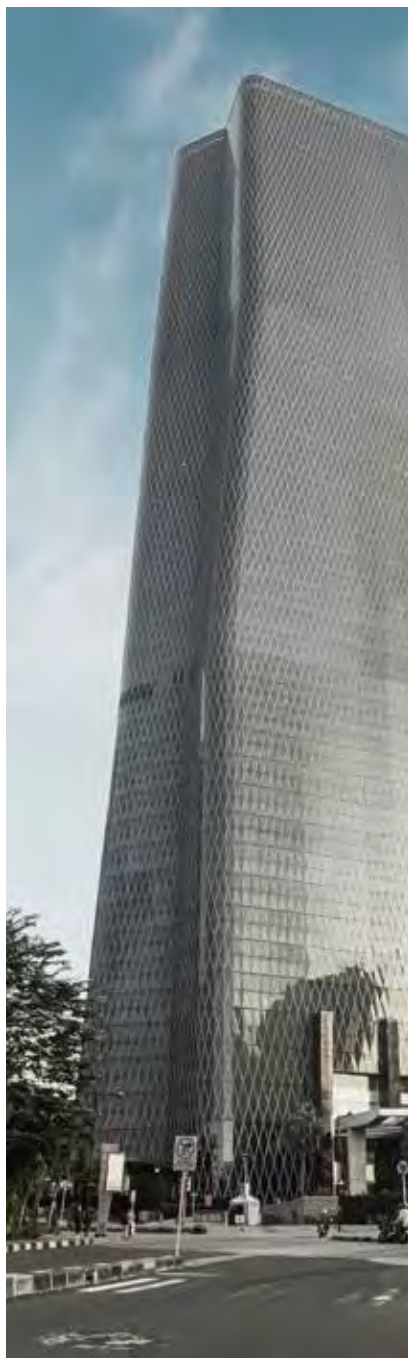
PT Bakrie & Brothers Tbk have succeeded to grow for more than seven decades by sailing through various economic crises that have hit the country as well as changing political situations and social conditions; with the company’s adaptive business portfolio that has also included investment in the oil and gas, plantation, mining, and telecommunications sectors.

This long journey helped shape the company’s character and culture, strengthen its value, and make PT Bakrie & Brothers Tbk an open-minded and forward-thinking company.

CORPORATE IDENTITY

Name	: PT Bakrie & Brothers Tbk (since its establishment the Company has never undergo change of name)
Listing Code	: BNBR
Business Activity	: Head office activities, other management consulting activities, and business consulting and business brokerage activities.
Line of Business	: Consulting, services, industry, construction, manufacturing and infrastructure as well as trading, either directly or indirectly through the Company's subsidiaries, as well as investing and / or divesting in other companies either in the form of equity participation or taking part or disposing of shares of other companies directly or indirectly or provide funding and / or financing as well as support needed by a subsidiary or other company in making capital participation or carrying out activities in the business fields above as long as it does not violate the prevailing provisions and regulations.
Address	: Bakrie Tower, 35 th – 37 th Floor, Rasuna Epicentrum, Jl. H. R. Rasuna Said, Jakarta 12940
Telephone	: 021 2991 2222
Faximile	: 021 2991 2333
Call Center	: N/A
Homepage	: www.bakrie-brothers.com
Email	: ir@bakrie.co.id
Establishment Date	: March 13, 1951
Legal Basis of Establishment	: Deed of Sie Khwan Djioe dated March 13, 1951 No. 55.
Authorized Capital	: Rp 54,474,769,356,400 (293,715,580,156 shares)
Paid- In Capital	: Rp 14,235,001,994,400 (20,863,053,480 shares)
Tax Registration Number	: 01.000.913.2-054.000
Registration of Company	: 09.03.1.70.00661 prevails to March 11, 2021
Single Business Number	: 0220302742076
Business Registration	: 167/AC.1.7/31.74/-1.824.27/e/2018 valid as long as the company runs its business according to the license.
Operational Area	: Throughout the Indonesian region
Number of Employees	: 2.921
Shareholders	<ul style="list-style-type: none"> : - FOUNTAIN CITY INVESTMENT LTD 33.97% - DALEY CAPITAL LIMITED 10.77% - CREDIT SUISSE AG SINGAPORE BRANCH S/A BRIGHT VENTURES PTE LTD (MOU FACILITY) 9.71% - KINGSWOOD UNION CORPORATION 5.48% - PUBLIC (less than 5%) 40.07%
Stock Exchange	: Indonesia Stock Exchange, listed since August 28, 1989.
Workers Union	: Based on Kep-16 / MEN / 2001 regarding mechanism of workers Union/Labor Certificate registration, it is pronounced that workers unions of BNBR is named <i>Pimpinan Unit Serikat Pekerja Niaga, Bank, Asuransi, dan Jasa</i> PT Bakrie & Brothers Tbk No: 455 / V / P / III / 2006 dated March 2, 2006.

PT BAKRIE & BROTHERS TBK AT A GLANCE



PT Bakrie & Brothers Tbk was established in 1942 by the late H. Achmad Bakrie (1914-1997). The Company's journey begins with the story of a growing small trading business, and in more than 75 years has engaged in investment and/or divestment business, has reached a various achievements and deliver the Company to become one of the leading corporations in Indonesia.

The Company registered at the Jakarta Stock Exchange (now Indonesia Stock Exchange) back in 1989. The investment portfolio approach of BNBR has been the controlling on potential businesses and developed inter-business synergy for the long term, as well as designing and implementing value creation strategy.

By the start of the new millenia, BNBR business activities comprised of general trading, construction, agribusiness, coal mining , oil & gas, as well as telecommunication business; while still growing the manufacturing industries it has started in the 1950s – namely steel pipes, building materials as well as automotive components. The Company has also expanded its venture to participate in strategic infrastructure projects in energy and transportation sectors. This business diversification provides opportunities for the Company to contribute to the national development.

In 2014 and later reinforced in 2019, through subsidiaries and affiliations, the Company put its strategy and business focus on manufacturing, infrastructure and investments as its main pillars. The strategy has become the accurate steps to strengthen recurring income business, as well as to respond to wide-open opportunities, in line with Indonesia's infrastructure development plans.

BNBR stood with a solid and noble foundation, developed to form a strong investment base and creating sustainable value a proud Indonesian corporation. BNBR is aspired to continue to be a strong company, to serve its employees and the community, as well as to deliver value to shareholders and stakeholders, and also contribute to accelerate the growth of Indonesian economy.

7 DECADES OF BUSINESS



Bakrie & Brothers

1942 – 1962

- Established as a general merchant and commissioner agent.
- Pioneered Indonesia's steel manufacturing industry

1973 – 1989

- Expanded the company's business lines into steel structures, metal working, and other infrastructure projects.
- Establishment of PT Bakrie Building Industries.
- Establishment of PT Bakrie Tosanjaya which later changed its name into PT Bakrie Autoparts (BA).
- IPO of PT Bakrie & Brothers Tbk (BNBR).

1990 – 1996

- Bakrie Pipe Industries became the first Indonesian company that obtained ISO 9002 certification.
- Licensed to operate fixed wireless service.

1997 – 2001

- Beginning of PT South East Asia Pipe Industries (SEAPI) commercial production followed by first shipping for West Natuna project.
- Successful debt restructuring of US\$ 1.1 billion through debt to equity and debt to asset swap.

2002 – 2003

- Major participation of SEAPI in the gas transmission pipes project of PT Perusahaan Gas Negara.

2004 – 2006

- Rp 1.9 trillion Rights Issue to structure historical debts in pipe companies, invest in telecommunications business, reacquire BSP, and increase working capital.
- Awarded Kalimantan-Java gas pipeline tender worth US\$ 1.26 billion.

2007 – 2008

- Consortium Plus-Bakrie-Global, awarded Cimanggis-Cibitung toll road tender valued Rp 3.2 trillion.
- Rights Issue Rp 40.1 trillion, issuance of warrants of Rp 2.9 trillion.
- Establishment of PT. Bakrie Indo Infrastructure (BIIN).
- Transformation of PT Bakrie Corrugated Metal Indonesia (BCMI) into PT Bakrie Metal Industries (BMTI).

2009 – 2010

- Establishment of Bakrie Energy International, which is engaged in fuel business, as a cash generating investment.
- SPA Signing with Vallar, UK - Value \$844 mn.

2011 – 2012

- BNBR completed quasi reorganization.
- Bakrie Group formed strategic partnership with BORN and reduced debt by US\$1 billion.
- Gas Transportation Agreement segment Kepodang Tambak Lorok was signed.

2013 – 2015

- First phase of Kalija gas pipeline project completed in 2015 and fully operated in 2016.
- Cimanggis Cibitung toll road project started.

2018 – 2020

- Signed a Memorandum of Understanding (MOU) with BYD Auto China to develop electric vehicle industry in Indonesia.
- Signed a Memorandum of Understanding (MOU) with China Railway International Group.
- Debt restructuring to creditors done through Non Preemptive Rights Issue (NPR).

2016 – 2017

- Cimanggis-Cibitung Tollways Project continues land acquisition process as well as construction of phase 1.
- First phase of Kalija project has fully operated. Gas transportation carried out according to GTA.

CORPORATE VISION AND MISSION



VISION

To become a leading Investment Company and a proxy of the Indonesian economy.

MISSION

To maximize shareholder value through profitable investment activities and enhancement of core portfolio's value.

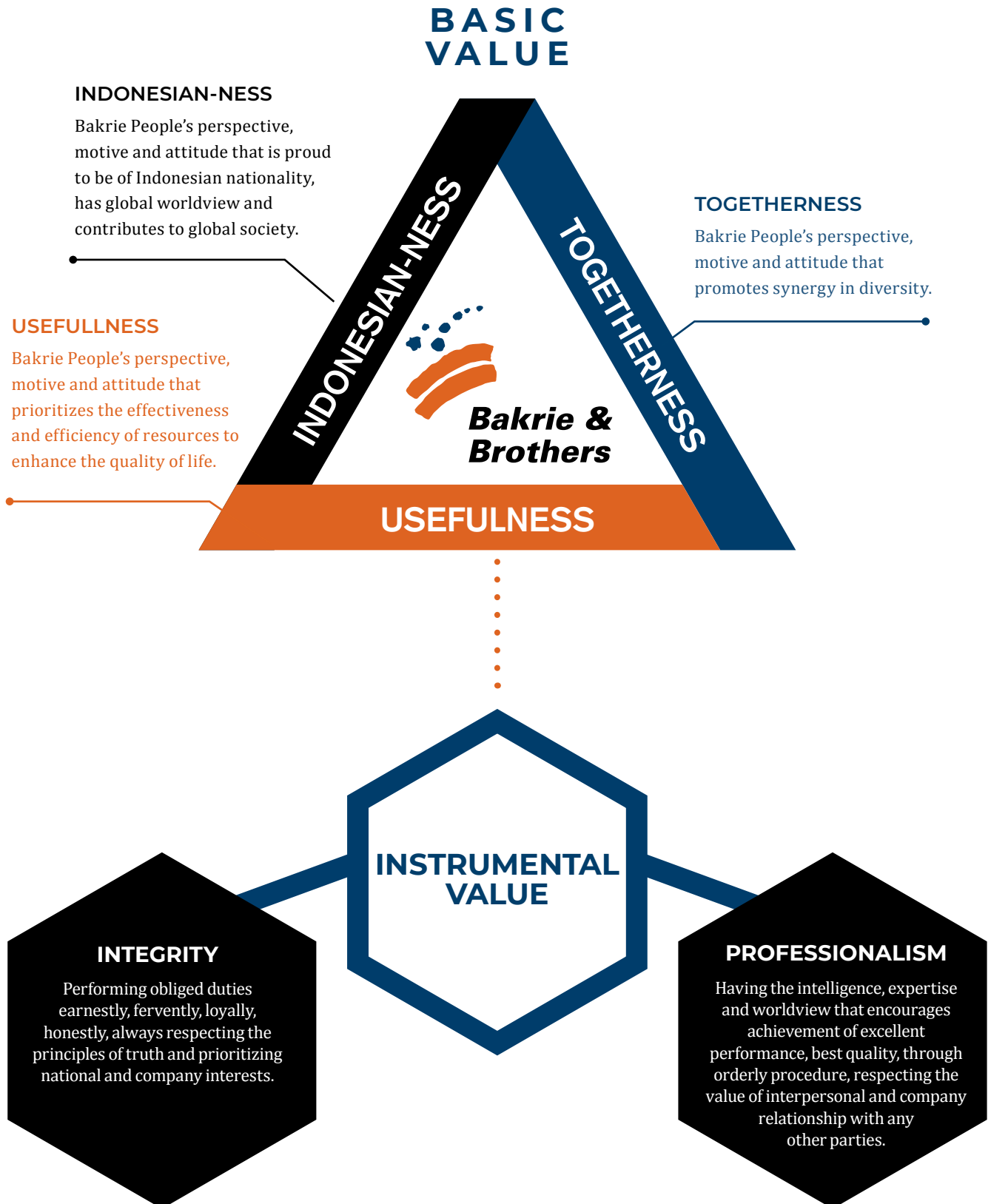
CORPORATE VALUES & PHILOSOPHY

It began with a noble aspiration to improve the quality of life for Indonesia and to become a nation with dignity. H. Achmad Bakrie, founder of BNBR, focused on business development as well as raising the high spirit and honourable goals. Through basic core values that embodies, maintains and bequeathed to the next generation in the Bakrie Group, called the PIAGAM BAKRIE. The said values provide a guidance to balance intellectual, emotional and spiritual elements in order to realize the three pillars of life.

Ke-Indonesiaan, Kemanfaatan and Kebersamaan (Indonesian-ness, Usefulness and Togetherness) known as TRIMATRA BAKRIE.



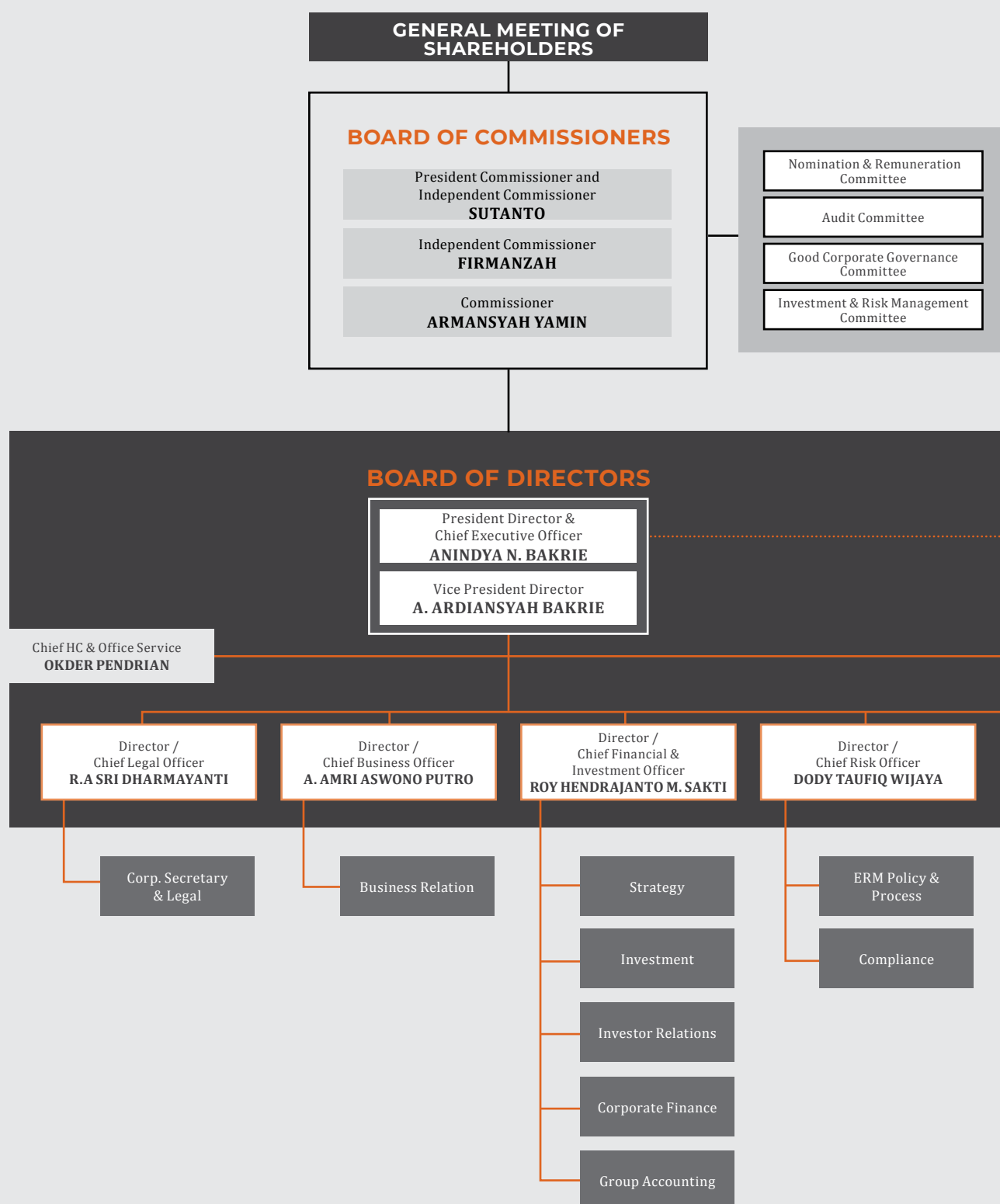
TRIMATRA BAKRIE



PT BAKRIE & BROTHERS TBK

ORGANIZATION STRUCTURE

(PER 31 DESEMBER 2020)



LOGO PERUSAHAAN



Bakrie & Brothers

a

b

PHILOSOPHY OF BAKRIE IDENTITY

Aspiring to be the best is everybody's goal. However, a high aspiration shall remain grounded to a strong foundation while keeping people inspired and enlivened. High aspiration must not make people forget where they stand.

No matter how great, mighty or big the aspiration is, Bakrie will never forget its humble roots. From that humble roots Bakrie leaves a legacy of tradition, culture and spirit in doing business; and it has formed Bakrie today and in the future.

MEANING OF BAKRIE LOGO

- a. The seven dots on top represents the North Star constellation, Polaris (or "Weluku" in Javanese), to symbolize the Company's high ambitions without neglecting its origins.
- b. The two bold lines in the bottom colored in Terracotta represents Indonesia's fertile soil. These lines are then separated by a white space, symbolizing land that has been cultivated, which will result in a more fertile and prosperous land. The lines are curved to represent the Earth.

Ethics & Compliance
Committee

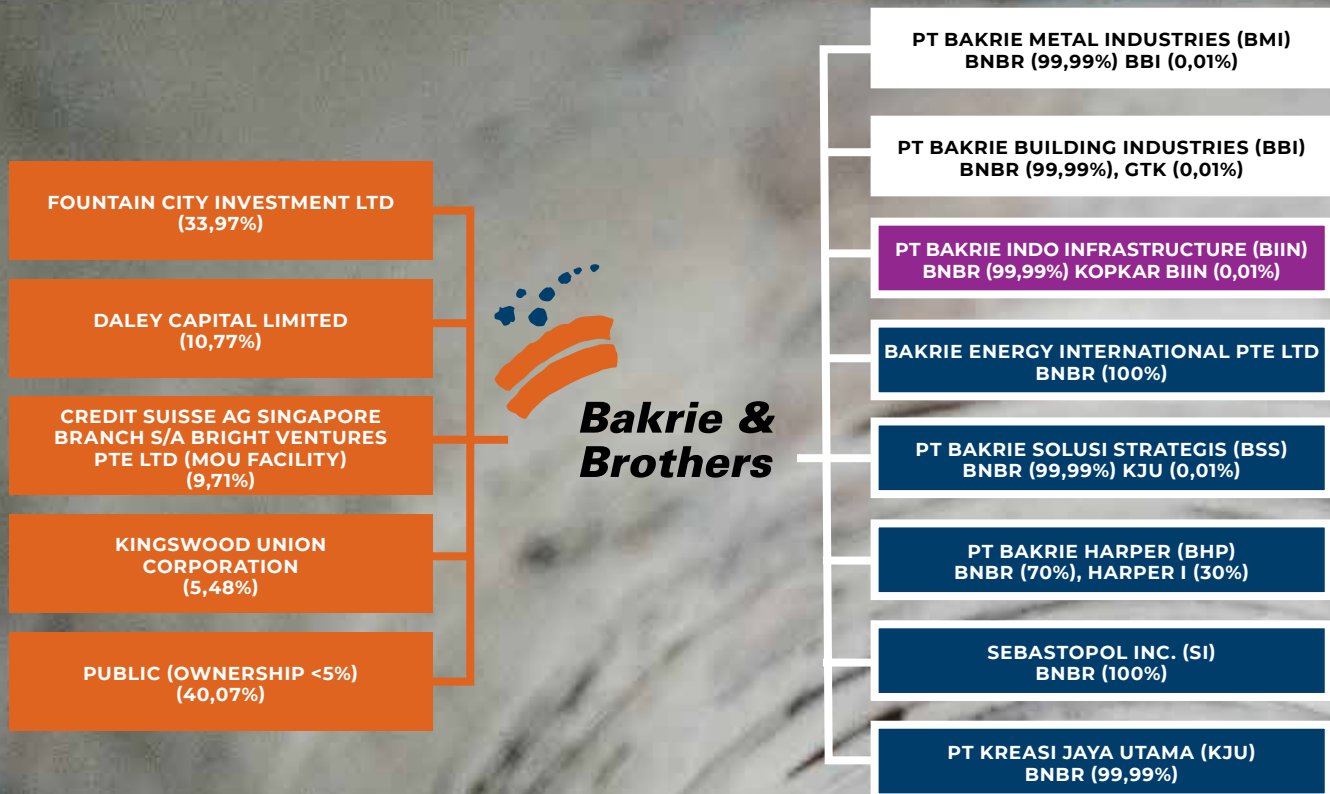
Internal Audit

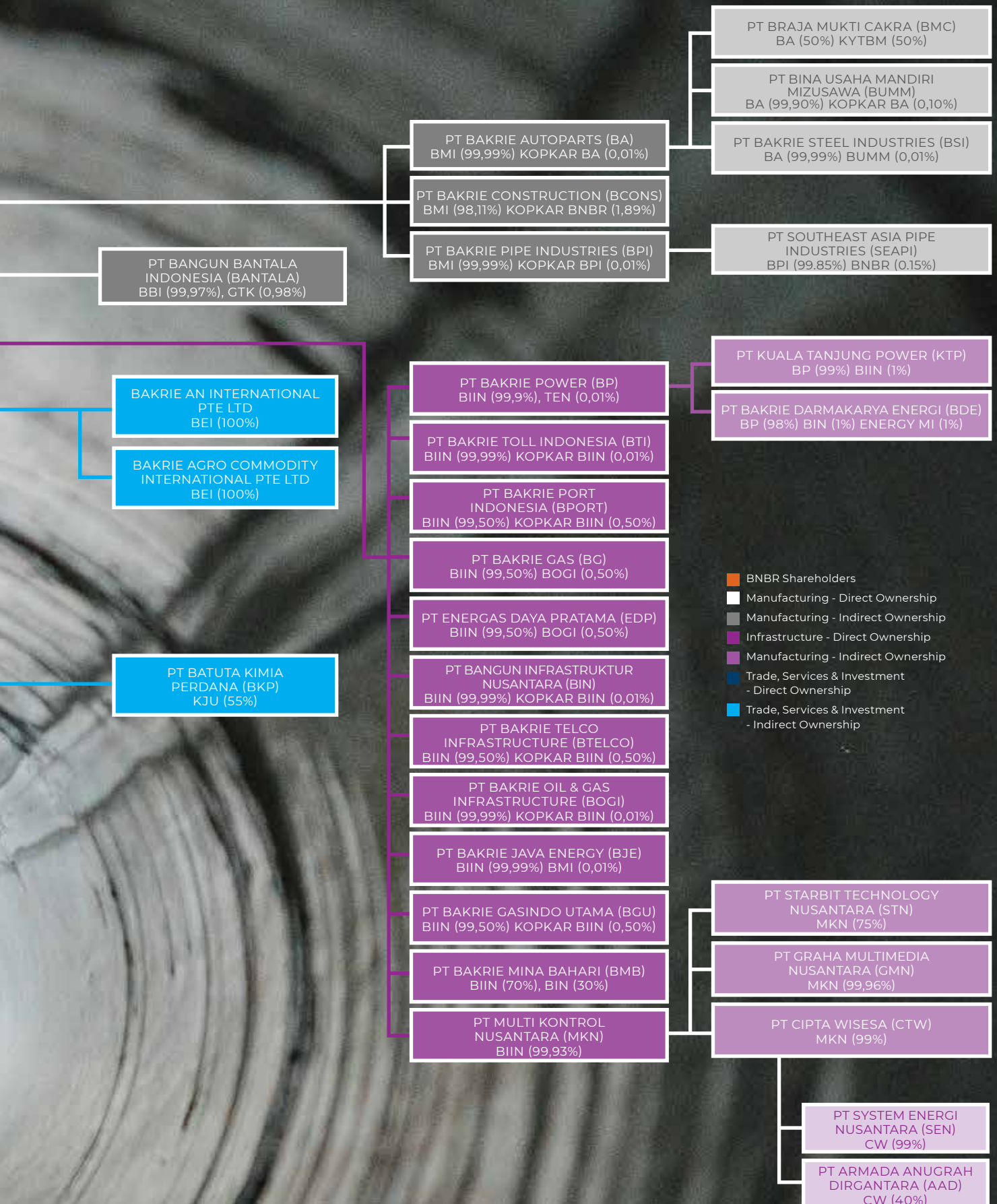
Corporate
Communications

Chief Operation
Control Officer
CHARLIE KASIM

Business
Control

CORPORATE GROUP STRUCTURE





SUBSIDIARIES

NO.	NAME OF SUBSIDIARIES	DOMICILE	SCOPE OF ACTIVITIES	YEAR OF ESTABLISHMENT/ COMMERCIAL OPERATION	PERCENTAGE OF OWNERSHIP		TOTAL ASSETS BEFORE ELIMINATION (in Million Rupiah)	
					2020 (%)	2019 (%)	2020	2019
DIRECT OWNERSHIP								
1.	PT Bakrie Building Industries (BBI)	Jakarta	Fiber cement building	1974	99.99	99.99	880,858	1,161,598
2.	PT Bakrie Metal Industries (BMI)	Bekasi	Corrugated metal products and multi plate	1982	99.99	99.99	3,056,343	3,723,871
3.	PT Bakrie Harper (BHP)	Jakarta	Steel construction	1996	70.00	70.00	678	37,738
4.	PT Bakrie Indo Infrastructure (BIIN)	Jakarta	Development and services	2008	99.99	99.99	637,171	635,448
5.	Sebastopol Inc. (SI)	Cayman Island	Investment	2008	100.00	100.00	17,066	496,995
6.	Bakrie Energy International Pte. Ltd.	Singapura	Trading	2009	100.00	100.00	33,427	56,086
7.	PT Bakrie Solusi Strategis (BSS)	Jakarta	Trading, services, industry	2010	99.99	99.99	4,703	5,629
8.	PT Kreasido Jaya Utama (KJU)	Jakarta	Trading	2009	99.99	99.99	-	-

INDIRECT OWNERSHIP

THROUGH BBI

1.	PT Bangun Bantala Indonesia (Bantala)	Jakarta	General trading	2013	99.97	99.97	80,944	61,659
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THROUGH BMI

1.	PT Bakrie Pipe Industries (BPI)	Jakarta	Steel pipe manufacturer	1979	99.99	99.99	2,452,132	2,715,951
2.	PT Bakrie Construction (BCons)	Jakarta	Steel construction	1986	98.11	98.11	260,805	289,656
3.	PT Bakrie Autoparts (BA)	Bekasi	Foundry and automotive component	1976	99.99	99.99	559,876	694,181

THROUGH BIIN

1.	PT Bakrie Gas (BG)	Jakarta	Oil and gas trading	2006	99.50	99.50	19,998	19,998
2.	PT Bakrie Gasindo Utama (BGU)	Jakarta	Oil and gas trading	2006	99.50	99.50	19,998	19,998

NO.	NAME OF SUBSIDIARIES	DOMICILE	SCOPE OF ACTIVITIES	YEAR OF ESTABLISHMENT/ COMMERCIAL OPERATION	PERCENTAGE OF OWNERSHIP		TOTAL ASSETS BEFORE ELIMINATION (in Million Rupiah)	
					2020 (%)	2019 (%)	2020	2019
3.	PT Bakrie Java Energy (BJE)	Jakarta	Oil and gas trading	2006	99.99	99.99	498	498
4.	PT Energas Daya Pratama (EDP)	Jakarta	Oil and gas trading	2006	99.50	99.50	9,998	9,998
5.	PT Bakrie Power (BP)	Jakarta	Energy and Electrical Power	1994	99.99	99.99	358,840	406,367
6.	PT Bangun Infrastruktur Nusantara (BIN)	Jakarta	Development and Service	2008	99.99	99.99	20,226	20,267
7.	PT Bakrie Oil & Gas Infrastructure (BOGI)	Jakarta	Development and Service	2008	99.99	99.99	1	1
8.	PT Bakrie Telco Infrastructure (BTelco)	Jakarta	Development and Service	2008	99.50	99.50	10,000	10,000
9.	PT Bakrie Toll Indonesia (BTI)	Jakarta	Development and Service	2008	99.99	99.99	4,677	4,678
10.	PT Bakrie Port Indonesia (BPort)	Jakarta	Development and Service	2008	99.50	99.50	10,100	10,100
11.	PT Bakrie Mina Bahari (BMB)	Jakarta	General Trading	2017	70.00	70.00	10,675	10,766
12.	PT Multi Kontrol Nusantara (MKN)	Jakarta	Information technology, telecommunication, integration system multimedia and network	1984	99.93	99.93	262,865	210,772

THROUGH BEI

1.	PT Bakrie Kimia Investama (BKIV)	Jakarta	Management consultation	2009	-	99.00	-	34,101
2.	Bakrie AN International Pte. Ltd.	Singapore	Trading in ammonium nitrate	2009	100.00	100.00	-	-
3.	Bakrie Agro Commodity International Pte. Ltd.	Singapore	Trading in Olein	2009	100.00	100.00	-	-

THROUGH KJU

1.	PT Batuta Kimia Perdana (BKP)	Jakarta	Chemical industries-organic chlor	2009	55.00	55.00	-	5
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THROUGH BPI

1.	PT South East Asia Pipe Industries (SEAPI)	Jakarta	Steel pipe manufacturer	2001	99.85	99.85	577,282	566,029
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NO.	NAME OF SUBSIDIARIES	DOMICILE	SCOPE OF ACTIVITIES	YEAR OF ESTABLISHMENT/ COMMERCIAL OPERATION	PERCENTAGE OF OWNERSHIP		TOTAL ASSETS BEFORE ELIMINATION (in Million Rupiah)	
					2020 (%)	2019 (%)	2020	2019
THROUGH BA								
1.	PT Bakrie Steel Industries (BSI)	Jakarta	Industries and trading	2007	99.99	99.99	6,101	7,143
2.	PT Braja Mukti Cakra (BMC)	Bekasi	Motor vehicle parts industry	1986	50.00	50.00	205,151	249,365
3.	PT Bina Usaha Mandiri Mizusawa (BUMM)	Tangerang	Spare parts industry	1986	99.90	99.90	78,861	93,361

THROUGH BP								
1.	PT Bakrie Darmakarya Energi (BDE)	Jakarta	Energy and Electrical Power	2011	98.00	98.00	464,609	438,976
2.	PT Kuala Tanjung Power (KTP)	Jakarta	Energy and Electrical Power	2010	99.00	99.00	2,863	2,863

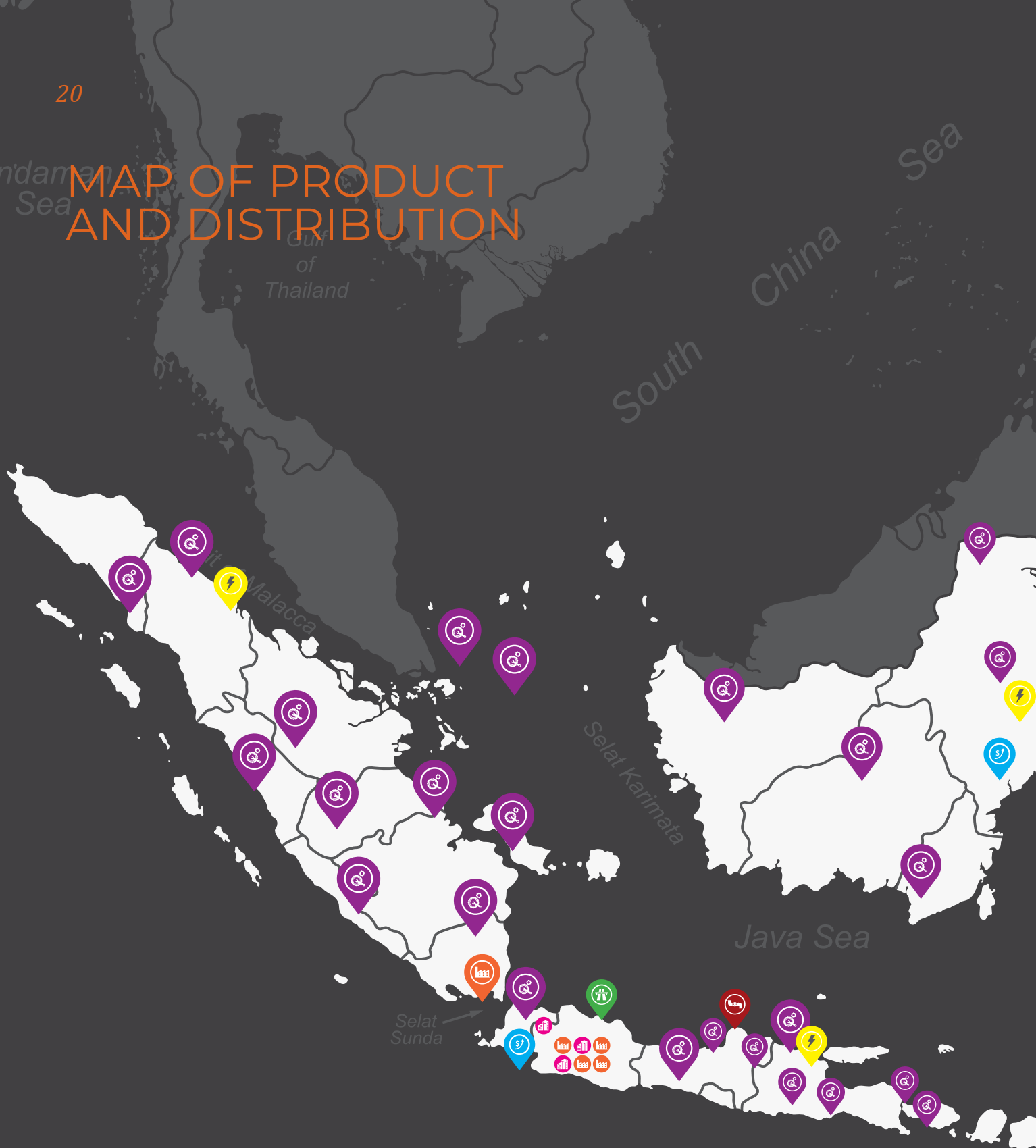
THROUGH BIIN								
1.	PT Bakrie Mina Bahari (BMB)	Jakarta	General Trading	2017	30.00	30.00	10,675	10,766

THROUGH MKN								
1.	PT Graha Multimedia Nusantara (GMN)	Jakarta	Internet services and TV cable	2007	99.96	99.96	13,601	43,946
2.	PT Cipta Wisesa (CTW)	Jakarta	Trading	2013	99.00	99.00	112,991	113,147
3.	PT Starbit Technology Nusantara (STN)	Jakarta	Information technology, infrastructure and services	2007	75.00	75.00	2,871	5,122

THROUGH BKIV								
1.	PT Batuta Kimia Utama (BKU)	Jakarta	Non-organic fertilizer industry	2009	-	95.00	-	-
2.	PT Batuta Kimia Perdana (BKP)	Jakarta	Chemical industries-organic chlor	2009	-	45.00	-	-

THROUGH CW								
1.	PT System Energi Nusantara (SEN)	Jakarta	General Trading	2008	99.00	99.00	49,356	64,783
2.	PT Armada Anugrah Dirgantara (AAD)	Jakarta	Airport Transport Rental Service	2018	40.00	40.00	40,994	24,152




MAP OF PRODUCT AND DISTRIBUTION



MANUFACTURE

-  Distribution
-  Factory
-  Head Office

INFRASTRUCTURE

-  Electricity
-  Gas and Pipeline
-  Toll Road

SERVICE & INVESTMENT

-  Trading, Services & Investment

Philippine Sea

21



MAIN HIGHLIGHTS

The image shows a dimly lit industrial space, possibly a factory or refinery. The scene is dominated by a dense network of dark, metallic pipes and structural steel beams. Light filters through several large windows or skylights, creating a high-contrast, moody atmosphere. In the upper right, a small figure of a person can be seen on a platform. The overall tone is gritty and industrial.



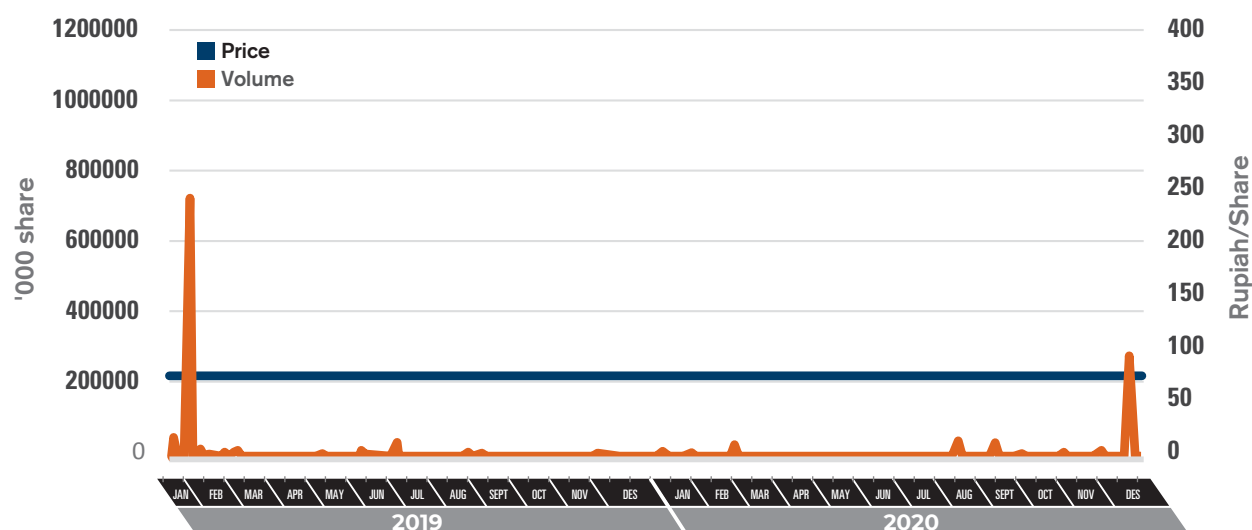
FINANCIAL HIGHLIGHTS

(In billion Rupiah, unless stated otherwise)

	2020	2019	2018	2017*	2016
RESULT OF OPERATIONS					
Net Revenues	2,455	3,236	3,340	2,460	2,076
Total Operating Expenses	(525)	(541)	(591)	(518)	(552)
Gross Income (Loss)	246	678	676	412	96
Net Income (Loss)	(930)	863	(1,250)	(1,208)	(3,662)
EBITDA	(41)	380	353	(33)	(353)
Profit (Loss) attributable to owners of parent and non-controlling interest	(930)	863	(1,250)	(1,208)	(3,662)
Total Comprehensive Income (Loss)	(784)	786	(1,324)	(1,216)	(3,423)
Total Comprehensive Income (Loss) attributable to owners of parent and non-controlling interest	(784)	786	(1,324)	(1,216)	(3,423)
PROFIT PER SHARE					
Total Outstanding Share (in million)	20,863	20,863	20,772	113,536	97,022
Net Profit (Loss) per Share (full amount in Rupiah)	(487.26)	447.16	(661.05)	(1,074.70)	(37.09)
FINANCIAL POSITION					
Total Assets	13,992	14,365	14,335	7,273	6,558
Total Current Assets	10,600	11,259	10,385	2,641	3,183
Total Non-Current Assets	3,392	3,105	3,950	4,632	4,053
Total Liabilities	12,547	12,010	11,656	12,655	12,667
Total Short Term Liabilities	11,853	11,115	10,668	11,729	11,758
Total Long Term Liabilities	694	895	988	926	909
Total Equity	1,445	2,355	2,679	(5,382)	(5,432)
Net Working Capital	(1,254)	144	(282)	(9,088)	(8,576)
Operating Cash Flow	(19)	348	124	123	(204)
OTHER FINANCIAL INFORMATION					
EBITDA Margin	-1.66%	11.73%	10.56%	(1.32%)	(17.58%)
Net Profit Margin	(37.90%)	26.68%	(37.43%)	(49.10%)	(176.80%)
FINANCIAL RATIOS					
Return on Assets	(6.65%)	6.01%	(8.72%)	(16.60%)	(50.72%)
Return on Equity	(64.40%)	36.66%	(46.67%)	22.44%	67.57%
Current Ratio	89.42%	101.30%	97.35%	22.52%	27.07%
Short Term Debt / Equity	820.48%	472.05%	398.19%	(217.92%)	(216.47%)
Long Term Debt / equity	48.02%	37.99%	36.90%	(17.21%)	(16.74%)
Total Debt / Equity	8.69	5.10	4.35	(2.35)	(2.33)
Total Liability / Total Asset	89.67%	83.61%	81.31%	174.00%	175.07%

*) 2018 numbers are restated

SHARES HIGHLIGHTS



Regular Market Share Price (Rupiah)	2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Highest	50	50	50	50	50	50	50	50
Lowest	50	50	50	50	50	50	50	50
Closing	50	50	50	50	50	50	50	50
Total Shares Traded	94,726,200	7,490,500	3,847,300	5,975,500	2,988,300	1,785,800	7,513,700	1,202,913,400

Total Outstanding Shares	20,771,977,000	20,771,977,000	20,771,977,000	20,771,977,000	20,771,977,000	20,771,977,000	20,771,977,000	20,771,977,000
Market Capitalization (Rp mio)								
Highest								
Lowest	1,121,687	1,038,599	1,038,599	1,038,599	1,038,599	1,038,599	1,038,599	1,038,599
Closing	1,038,599	1,038,599	1,038,599	1,038,599	1,038,599	1,038,599	1,038,599	1,038,599

In February 2019, PT. Bakrie & Brothers Tbk carried out the issuance of shares without Pre-emptive Rights through Mandatory Convertible Bonds (MCB) which were converted into Company shares. This corporate action caused the fluctuation of the total outstanding shares to increase to 20.86 billion shares.

In 2020 PT Bakrie & Brothers Tbk did not exercise any corporate action.

SHAREHOLDERS COMPOSITION

SHARES OWNERSHIP OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

based on BNBR shareholder register per December 30, 2020

SHAREHOLDERS	POSITION	TOTAL SHARE	OWNERSHIP PERCENTAGE
BOARD OF COMMISSIONERS			
Sutanto	President Commissioner concurrently as Independent Commissioner	0	0.00
Armansyah Yamin	Commissioner	7,926,799	0.04
Firmanzah	Independent Commissioner	0	0.00
BOARD OF DIRECTORS			
Anindya N. Bakrie	President Director & Chief Executive Officer	0	0.00
A.Ardiansyah Bakrie	Vice President Director	0	0.00
Roy Hendrajanto M. Sakti	Director & Chief Financial and Investment Officer	0	0.00
A.Amri Aswono Putro	Director & Chief Business Officer	20,234,000	0.10
Dody Taufiq Wijaya	Director & Chief Risk Officer	13,223,000	0.06
R.A. Sri Dharmayanti	Director & Chief Legal Officer	13,223,000	0.06
TOTAL (SHARES FULLY PAID)		54,606,799	0.26

SHAREHOLDERS WITH 5% OWNERSHIP OR MORE

based on BNBR shareholder register per December 30, 2020

SHAREHOLDERS	TOTAL SHARE	OWNERSHIP PERCENTAGE
FOUNTAIN CITY INVESTMENT LTD	7,087,277,300	33.97
DALEY CAPITAL LIMITED	2,246,348,461	10.77
CREDIT SUISSE AG SINGAPORE BRANCH S/A BRIGHT VENTURES PTE LTD (MOU FACILITY)	2,025,150,000	9.71
KINGSWOOD UNION CORPORATION	1,144,255,968	5.48
SUB TOTAL	12,503,031,729	59.93
PUBLIC (OWNERSHIP <5%)	8,360,021,751	40.07
TOTAL (SHARES FULLY PAID)	20,863,053,480	100

SHAREHOLDERS WITH 1% OWNERSHIP OR MORE

based on BNBR shareholder register per December 30, 2020

SHAREHOLDERS	TOTAL SHARE	OWNERSHIP PERCENTAGE
FOUNTAIN CITY INVESTMENT LTD	7,087,277,300	33.97
DALEY CAPITAL LIMITED	2,246,348,461	10.77
CREDIT SUISSE AG SINGAPORE BRANCH S/A BRIGHT VENTURES PTE LTD (MOU FACILITY)	2,025,150,000	9.71
KINGSWOOD UNION CORPORATION	1,144,255,968	5.48
GATOT SUGIARTO	501,550,000	2.40
REKSA DANA PINNACLE DANA PRIMA	328,681,850	1.58
PT. ASURANSI JIWA BAKRIE	313,934,734	1.50
BAKRIE CAPITAL INDONESIA, PT	238,147,526	1.14
ANDI ACHMAD DARA	237,603,600	1.14
SUB TOTAL	14,122,949,439	67.69
OTHER PUBLIC (OWNERSHIP <1%)	6,740,104,041	32.31
TOTAL (SHARES FULLY PAID)	20,863,053,480	100

LISTING OF SHARES CHRONOLOGY

THE COMPANY LISTED IT SHARES ON THE INDONESIA STOCK EXCHANGE (PREVIOUSLY JAKARTA STOCK EXCHANGE) WITH TICKER CODE BNR

LISTING TYPE	DATE	CHANGE IN SHARES VOLUME	TOTAL SHARES	RATIO	NOMINAL (RP)
Initial Public Offering	28-Aug-89	2.850.000	2.850.000		
Company Listing	9-Mar-90	16.150.000	19.000.000		
Private Placement I	27-Nov-91	978.969	19.978.969		
Private Placement II	10-Jan-92	1.031	19.980.000		
Rights Issue I	4-Jun-93	1.080.000	21.060.000		
Bonus of Shares I	22-Jun-94	31.590.000	52.650.000	2:3	1.000
Rights Issue II	14-Jul-94	189.540.000	242.190.000		
Stock Split	7-Aug-95	242.190.000	484.380.000	1:2	500
Bonus of Shares II	17-Jan-97	1.453.140.000	1.937.520.000	1:3	500
Additional Paid-in Capital without Pre-emptive Rights	31-Oct-01	36.812.880.000	38.750.400.000		
Reverse Stock I	17-Mar-05	(31.000.320.000)	7.750.080.000	5:1	Series A : 2.500 Series B : 350
Rights Issue III	6-May-05	19.220.198.400	26.970.278.400		
Reverse Stock II	6-Mar-08	(13.485.139.200)	13.485.139.200	2:1	
Rights Issue IV & Warrants Series I	24-Mar-08	84.956.376.960	98.441.516.160		
Issued & Paid Up Shares *)	31-Dec-11	(4.719.798.632)	93.721.717.528		
Additional Paid-in Capital without Pre-emptive Rights I **)	15-Dec-16	3.300.000.000	97.021.717.528		Series D : 50
Additional Paid-in Capital without Pre-emptive Rights II **)	31-Mar-17	16.458.094.820	113.479.812.348		Series D : 50
Additional Paid-in Capital without Pre-emptive Rights III **)	12-Sep-17	55.751.960	113.535.564.308		Series D : 50
Additional Paid-in Capital without Pre-emptive Rights IV **)	3-Apr-18	7.624.865.069	121.160.429.377		Series D : 50
Additional Paid-in Capital without Pre-emptive Rights V **)	21-May-18	623	121.160.430.000		Series C : 72 Series D : 551
Reverse Stock III	31-May-18	(109.044.387.000)	12.116.043.000	10:1	A: 28.500 B: 3.990 C: 1.140 D: 500
Additional Paid-in Capital without Pre-emptive Rights VI **)	12-Dec-18	8.655.934.000	20.771.977.000		Seri E : 64
Additional Paid-in Capital without Pre-emptive Rights VII **)	27-Feb-19	91.076.480	20.863.053.480		Seri D : 500

Note:

MCB: Mandatory Convertible Bond

*) Of the total number of Warrant Series I issued by as much as 4,719,798,720 warrants, total number of warrant converted into shares until the end of exercise period on April 1, 2011 was as much as 88 warrants.

**) Conversion of several MCBs

AWARDS & CERTIFICATION

AWARDS



Indonesia Trusted Companies Award

December 2020

PT Bakrie & Brothers Tbk received the Trusted Company Based On Corporate Governance Perception Index award by SWA and IICG (The Indonesian Institute For Corporate Governance) on December 17, 2020.

BAKRIE & BROTHERS



Appreciation of Quality Achievement in 2019 from Hino Indonesia

June 2020

On June 30, 2020 PT. Hino Motors Manufacturing Indonesia presented PT Bakrie Autoparts with a Supplier Enhancement Activity Award for Outstanding Quality Performance and Delivery Target throughout 2019.

BAKRIE AUTOPARTS



Gold Medal and Appreciation Certificate QCC Category from 2020 Hino Innovation Convention (HICo)

June 2020

On June 30, 2020 PT Bakrie Autoparts received gold medal and appreciation certificate for QCC category from 2020 Hino Innovation Convention (HICo) event carried out by PT Hino Motors Manufacturing Indonesia.

BAKRIE AUTOPARTS



Gold Medal and Appreciation Certificate SS Category from 2020 Hino Innovation Convention (HICo)

June 2020

On June 30, 2020 PT Bakrie Autoparts received gold medal and appreciation certificate for SS category from 2020 Hino Innovation Convention (HICo) event carried out by PT Hino Motors Manufacturing Indonesia.

BAKRIE AUTOPARTS



Trial of Electric Bus Providers

October 2020

PT Bakrie Autoparts has participated and passed in trial of electric bus providers with PT Transportasi Jakarta (Transjakarta) in the period of July, 6 until October, 6 2020.

BAKRIE AUTOPARTS



Appreciation Certificate from 9th All Komatsu Indonesia Technical Olympic 2020

December 2020

On December 8, 2020 PT Bakrie Autoparts received third place and appreciation certificate for Casting Molding category from 9th All Komatsu Indonesia Technical Olympic 2020 event carried out by Komatsu Group Indonesia.

BAKRIE AUTOPARTS



Appreciation Certificate as CSR Partner Company in West Java

December 2020

On December 28, 2020 PT Bakrie Pipe Industries obtained Appreciation Certificate as CSR Partner Company in West Java, this certificate was directly signed by the Governor of West Java province, Ridwan Kamil. BPI has received this award for six consecutive years.

BAKRIE PIPE INDUSTRIES



Appreciation of Quality Achievement in 2019 from Hino Indonesia

On June 30, 2020 PT. Hino Motors Manufacturing Indonesia presented PT Braja Mukti Cakra with an Award for Outstanding Quality Performance and Support throughout 2019.

BRAJA Mukti Cakra



Award for Best Delivery Achievement in 2019 from Hino Indonesia

On June 30, 2020 PT. Hino Motors Manufacturing Indonesia presented PT Braja Mukti Cakra with a Trophy for Best Delivery Achievement throughout 2019.

BRAJA Mukti Cakra

CERTIFICATION



ISO 9001:2015

June 2018 – June 2021

Quality Management System Certificate; ISO 9001:2015 (TÜV SÜD PSB) for Manufacture of Casted and Machined Parts for Brake Drum, Fly Wheel, Disc Brake, Hub, Parking Brake Drum, and Bracket Generator was obtained by PT Bakrie Autoparts on June 6, 2018. This certificate is valid until June 5, 2021.

BAKRIE AUTOPARTS



ISO 14001:2015

July 2018 – July 2021

Environmental Management System Certificate; ISO 14001:2015 (TÜV SÜD PSB) for fabrication and construction services Manufacture of Casted and Machined Parts for Brake Drum, Fly Wheel, Disc Brake, Hub, Parking Brake Drum, and Bracket Generator was obtained by PT Bakrie Autoparts on July 9, 2018. This certificate is valid until July 8, 2021.

BAKRIE AUTOPARTS



IATF 16949 : 2016

July 2018 – July 2021

Quality Management System Certificate; IATF 16949;2016 (TÜV SÜD PSB) for Manufacture of Casted and Machined Parts for Brake Drum, Fly Wheel, Disc Brake, Hub, Parking Brake Drum, and Bracket Generator (without Product Design as per Chapter 7.3) was obtained by PT. Bakrie Autoparts on July 17, 2018. This certificate is valid until July 16, 2021.

BAKRIE AUTOPARTS



ISO 9001:2015

September 2019 – September 2022

Quality Management System Certificate; ISO 9001:2015 (BSI, KAN, ANAB, IAF) for design and manufacture of fibrecement product (Harflex and Versa) of building materials was obtained by PT Bakrie Building Industries on September 6, 2007. This certificate is recertified and is valid from September 6, 2019 until September 5, 2022.

BAKRIE BUILDING INDUSTRIES



ISO 9001:2008

March 2020 – March 2023

Quality Management System Certificate; ISO 9001:2008 (Bureau Veritas Certification) for fabrication and construction services for oil & gas onshore/offshore facilities and mining that was obtained by PT.Bakrie Construction on May 30, 2008. This certificate is recertified and is valid from March 13, 2020 until March 29, 2023

BAKRIE CONSTRUCTION



ISO 14001:2005

May 2020 – January 2023

Environmental Management System Certificate; ISO 14001:2005 (Bureau Veritas Certification) for fabrication and construction services for oil & gas onshore/offshore facilities, and mining that was obtained by PT Bakrie Construction on January 6, 2011. This certificate is recertified and is valid from May 4, 2020 until January 5, 2023.

BAKRIE CONSTRUCTION



ISO 45001:2018

March 2021 – January 2023

Management System Certificate; ISO 45001:2018 (Bureau Veritas Certification) for Provision of Engineering, Procurement and Construction Service for Oil & Gas, Energy & Mining Facilities and Infrastructure was obtained by PT Bakrie Construction and is valid from March 7, 2021 until January 5, 2023.

BAKRIE CONSTRUCTION



ISO 14001:2015

January 2020 – January 2023

Environmental Management System Certificate; ISO 14001:2015 (AJA Europe) with the scope of design, development and manufacture of structures, steel bridges and corrugated steel obtained by PT Bakrie Metal Industries in 2020 and valid until January 28, 2023.

BAKRIE METAL INDUSTRIES



ISO 9001:2015

January 2020 – January 2023

Quality Management System Certificate ISO 9001:2015 (AJA Europe) with the scope of design, development and manufacture of structures, steel bridges and corrugated steel was obtained by PT Bakrie Metal Industries in 2020 and is valid until January 28, 2023.

BAKRIE METAL INDUSTRIES



OHSAS 18001:2007

April 2020 – March 2021

Occupational Health and Safety Management System; OHSAS 18001:2007 (AJA Indonesia Certification) with the scope of design, development and manufacture of structures, steel bridges and corrugated steel obtained by PT Bakrie Metal Industries in 2012, latest renewal of this certification was done in 2020 and valid until March 11, 2021.

BAKRIE CONSTRUCTION



Certificate of Conformity

July 2020 – July 2024

Certificate of Conformity (TUV Nord Indonesia) to product Zinc Coated Steel Pipes and Corrugated Plates type Nestable Flange, Multi Plate and Flex Beam Guard Rail obtained by PT Bakrie Metal Industries on July 28, 2020 and is valid until July 27, 2024.

BAKRIE METAL INDUSTRIES



Certificate of Qualification – SMHSE Contractor

February 2018 – December 2020

Certificate of Appreciation for qualification of SMHSE Contractor was awarded by PT Pertamina EP to certify that PT Bakrie Pipe Industries has pass qualification of SMHSE Contractor for medium and high risk category. Certificate was obtained on February 2, 2018 and is valid until December 31, 2020.

BAKRIE PIPE INDUSTRIES



Award of HSE Qualification

April 2018 – March 2020

Certificate of Appreciation for HSE qualification was awarded by PT Pertamina Hulu Mahakam to certify that PT Bakrie Pipe Industries has pass with an audit result of 74.5% for high risk category. Certificate was obtained on April 23, 2018 and is valid until March 14, 2020.

BAKRIE PIPE INDUSTRIES



Quality Assurance Test – Connecting Steel Telephone Pole

August 2018 – August 2021

Quality Assurance Test (Telkom Indonesia) for Connecting Steel Telephone Pole for 7 meter capacity was acquired by PT Bakrie Pipe Industries on the August 31, 2018. This certificate is valid until August 31, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance Test – Connecting Steel Telephone Pole

August 2018 – August 2021

Quality Assurance Test (Telkom Indonesia) for Connecting Steel Telephone Pole for 9 meter capacity was acquired by PT Bakrie Pipe Industries on August 31, 2018. This certificate is valid until August 31, 2021.

BAKRIE PIPE INDUSTRIES



Accreditation Certificate SNI ISO/IEC 17025:2017

January 2019 – July 2021

Accreditation Certificate was awarded by KAN (Komite Akreditasi Nasional) to certify that PT Bakrie Pipe Industries has demonstrate their competence as a testing laboratory by consistently applying SNI ISO/IEC 17025:2017 General Requirements for Competence of Testing Laboratories and Calibration Laboratories. Certificate was obtained on July 26, 2017 and is valid until July 25, 2021.

BAKRIE PIPE INDUSTRIES



ISO 14001:2015

August 2019 - May 2022

Environmental Management System Certificate; ISO 14001:2015 (TÜV Rheinland) for manufacture of Fabricated Steel Pipes, Steel Poles, Coated Steel Pipes, Galvanized Steel Pipes, Rectangular and Square Pipes was obtained by PT Bakrie Pipe Industries on August 28, 2019. This certificate is valid until May 2, 2022.

BAKRIE PIPE INDUSTRIES



Type Testing Certificate – Steel Pole SUTR / Supporting, 8m/200 daN; Sok Pen System

August 2019 – August 2021

Type Testing Certificate, (PT PLN - Research Institute) for Steel Pole SUTR / Supporting, 8m/200 and Sok Pen System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole JTR, 9m/100 daN; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole JTR, 9m/100 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole JTR, 9m/200 daN; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole JTR, 9m/200 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole SUTR, 9m/350 daN ; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole SUTR, 9m/350 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole SUTR, 11m/100 daN; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole SUTR, 11m/100 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole SUTR, 11m/200 daN; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole SUTR, 11m/200 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole SUTR, 11m/350 daN; Sok Pen System

August 2019 – August 2019

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole SUTR, 11m/350 daN; Sok Pen System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole SUTR, 12m/200 daN; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole SUTR, 12m/200 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole SUTR, 12m/350 daN; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole SUTR, 12m/350 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole SUTR, 13m/200 daN; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole SUTR, 13m/200 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole SUTR, 13m/350 daN; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole SUTR, 13m/350 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



Quality Assurance System Certificate – Steel Pole SUTR, 14 m/350 daN; Press Reducer System

August 2019 – August 2021

Type Testing Certificate, (PT PLN – Research Institute) for Steel Pole SUTR, 14 m/350 daN; Press Reducer System was obtained by PT Bakrie Pipe Industries on August 31, 2019. This certificate is valid until August 30, 2021.

BAKRIE PIPE INDUSTRIES



CIQS 2000:2018

March 2020 – March 2023

Certificate CIQS 2000:2018 (Telkom Indonesia) for Telecommunication of Manufacturer network was acquired by PT Bakrie Pipe Industries on the March 19, 2020. This certificate is valid until March 19, 2023.

BAKRIE PIPE INDUSTRIES



ISO 45001:2018

March 2020 – April 2022

Health and Safety Management System Certificate; ISO 45001:2018 (ABS Quality Evaluations) for Manufacture of Fabricated Steel Pipe, Steel Poles, Coated Steel Pipes, Galvanized Steel Pipes, Rectangular and Square Pipes that was obtained by PT Bakrie Pipe Industries on April 28, 2013. This certificate is recertified and is valid from March 27, 2020 until April 1, 2022.

BAKRIE PIPE INDUSTRIES



Quality Assurance Test – Connecting Steel Telephone Pole

April 2020 – April 2023

Quality Assurance Test (Telkom Indonesia) for Connecting Steel Telephone Pole for 6 meter capacity was acquired by PT Bakrie Pipe Industries on the April 7, 2020. This certificate is valid until April 7, 2023.

BAKRIE PIPE INDUSTRIES



ISO 9001:2015

April 2020 – May 2023

Quality Management System Certificate; ISO 9001:2015 (ABS Quality Evaluation) for Fabricated Steel Pipe, Steel Poles, Coated Steel Pipes, Galvanized Steel Pipes, Rectangular and Square Pipes that was obtained by PT Bakrie Pipe Industries on July 17, 1992. This certificate is recertified and is valid from April 23, 2020 until May 18, 2023.

BAKRIE PIPE INDUSTRIES



Certificate of Appreciation – Occupational Safety and Health Management System

July 2020 – July 2023

Certificate of Appreciation for Occupational Safety and Health Management System was awarded by The Minister of Employment of The Republic of Indonesia, M. Hanif Dhakiri. The certificate is based on the Decree of The Minister of Employment The Republic of Indonesia no. 201, year 2017 to certify that PT Bakrie Pipe Industries has implemented an Occupational Safety and Health Management System with an audit result of 94.57% for advanced level category. Certificate was obtained on 2020 and is valid until 2023.

BAKRIE PIPE INDUSTRIES



API-5CT

February 2021 – February 2024

Certificate of Authority to use the Official API Monogram (The American Petroleum Institute) for Manufacturer of Electric-Welded Casting or Tubing PlainEnd – Group 1, H40/PSL 1, J55/PSL 1, and K55/PSL 1 was obtained by PT Bakrie Pipe Industries on February 4, 2021 until February 4, 2024.

BAKRIE PIPE INDUSTRIES



API-5L

March 2021 – February 2024

Certificate of Authority to use the Official API Monogram (The American Petroleum Institute) for Manufacturer of Line Pipe Plain End at PSL 1 – Type of Pipe: HFW / Delivery Condition: M / Max. Grade X70, / Delivery Condition: N / Max. Grade: X70 and / Delivery Condition: R / Max. Grade X70; Manufacturer of Line Pipe Plain End at PSL 2 – Type of Pipe: HFW / Delivery Condition: M / Max. Grade X70 and / Delivery Condition: N / Max. Grade: X60; Manufacturer of Line Pipe Plain End at PSL 2 – Service Annex H, Type of Pipe: HFW / Delivery Condition: M / Max. Grade X70; Manufacturer of Line Pipe Plain End at PSL 2 – Service Annex J – Type of Pipe: HFW / Delivery Condition: N / Max. Grade X 52 was obtained by PT Bakrie Pipe Industries on March 16, 2021 until February 4, 2024.

BAKRIE PIPE INDUSTRIES



SNI 0039 - 2013

February 2021 – February 2025

Certificate For SNI Labeled Product (The Ministry Of Industry Of Republic Of Indonesia) for the category SNI 0039:2013; Steel Water Pipes with or without iron sheeting was obtained by PT Bakrie Pipe Industries on February 2021 and is valid until February 2025.

BAKRIE PIPE INDUSTRIES



SNI 0068 - 2013

February 2021 – February 2025

Certificate For SNI Labeled Product (The Ministry Of Industry Of Republic Of Indonesia) for the category SNI 0068:2013; Steel Pipes for General Construction was obtained by PT Bakrie Pipe Industries on the February 2021 and is valid until February 2025.

BAKRIE PIPE INDUSTRIES



SNI 8052 - 2014

February 2021 – February 2025

Certificate For SNI Labeled Product (The Ministry Of Industry Of Republic Of Indonesia) for the category SNI 8052:2014; Steel Pile Pipe was obtained by PT Bakrie Pipe Industries on the February, 2021 and is valid until February, 2025.

BAKRIE PIPE INDUSTRIES



ISO 9001 : 2015

September 2019 – September 2022

Quality Management system Certificate; ISO 9001 : 2015 (BSI, KAN, ANAB, IAF) was obtained PT Bangun Bantala Indonesia on September 19, 2019 and this certificate is valid until September 18, 2022.

BANGUN BANTALA INDONESIA



Letter of Statement on Technology Conformation Assessment

March 2020

The Research and Development Agency of Ministry of Public Works and Public Housing presented PT Bangun Bantala Indonesia with Letter of Statement of Technology Conformation Assessment for its product, Rumah Kita, on March 20, 2020.

BANGUN BANTALA INDONESIA



IATF 16949 : 2016

April 2018 – April 2021

Quality Management system Certificate; IATF 16949 :2016 for Manufacture of iron casting product by PT Bina Usaha Mandiri Mizusawa on April 23, 2018 and this certificate is valid until April 22, 2021.

BINA USAHA MANDIRI MIZUSAWA



ISO 9001 : 2015

April 2018 – April 2021

Quality Management system Certificate; ISO 9001 : 2015 of Manufacture of iron casting product for non automotive product by PT Bina Usaha Mandiri Mizusawa on April 23, 2018 and this certificate is valid until April 22, 2021.

BINA USAHA MANDIRI MIZUSAWA



ISO 14001 : 2015

April 2018 – April 2021

Environmental Management system Certificate; ISO 14001 : 2015 of Manufacture of iron casting product for automotive product & non automotive product by PT Bina Usaha Mandiri Mizusawa on April 9, 2018 and this certificate is valid until April 8, 2021.

BINA USAHA MANDIRI MIZUSAWA



ISO 9001 : 2015

December 2020 – December 2023

Quality Management system Certificate; ISO 9001 : 2015 (The Certification Body of PT TÜV SÜD Indonesia) of Manufacture of iron casting product was obtained by PT Bina Usaha Mandiri Mizusawa and this certificate is valid from December 7, 2020 to December 6, 2023.

BINA USAHA MANDIRI MIZUSAWA



ISO 14001:2015

October 2018 – October 2021

Environmental Management Certificate; ISO 14001:2015 (BSI, ANAB, IAF, KAN) for Manufacture of Machining and Assembling Part Used in Engine, Drive Axle, and Brake System by PT Braja Mukti Cakra on October 24, 2012. This certificate is recertified and is valid from October 24, 2018 to October 23, 2021.

BRAJA Mukti Cakra



IATF 16949:2016

December 2018 – December 2021

Certificate of Quality Management System IATF 16949:2016 (SGS) for Manufacture of Machining and Assembling Part used in Engine, Drive Axle, and Brake System was obtained by PT Braja Mukti Cakra on December 22, 2018 and this certificate is valid until December 21, 2021.

BRAJA Mukti Cakra



ISO 45001:2018

November 2019 – November 2022

Certificate of Occupational Health and Safety Management System ISO45001:2018 (BSI, ANAB) for the Manufacture of Machining and Assembling Part used in Engine, Drive axle, and Brake System was obtained by PT Braja Mukti Cakra on November 30, 2019 and this certificate is valid until November 29, 2022.

BRAJA Mukti Cakra



ISO 9001:2015

February 2020 – February 2023

Certificate of Quality Management System IATF 16949:2016 (SGS) for Manufacture of Machining and Assembling Part used in Engine, Drive Axle, and Brake System was obtained by PT Braja Mukti Cakra on February 12, 2020 and this certificate is valid until February 12, 2023.

BRAJA Mukti Cakra



SNI 0039 - 2013

July 2017 – July 2021

Certificate For SNI Labeled Product (The Ministry Of Industry Of Republic Of Indonesia) for the category SNI 0039:2013; Steel Water Pipes with or without iron sheeting was obtained by PT South East Asia Pipe Industries on the July 11, 2017 and is valid until July 10, 2021.

SOUTH EAST ASIA PIPE INDUSTRIES



API-2B

July 2020 – July 2023

Certificate of Authority to use the Official API Monogram (The American Petroleum Institute) for Manufacturer of steel pipes was obtained by PT South East Asia Pipe Industries on August 14, 2013. This certification was recertified on July 28, 2020 and is valid until July 28, 2023.

SOUTH EAST ASIA PIPE INDUSTRIES



API-5L

July 2020 – July 2023

Certificate of Authority to use the Official API Monogram (The American Petroleum Institute) for Manufacturer of Line Pipe Plain End at 1, Manufacturer of Line Pipe Plain End at PSL 2, Manufacturer of Line Pipe Plane PSL 2 – Service Annex H and Manufacturer of Line Pipe Plain End at PSL 2 – Service Annex J was obtained by PT South East Asia Pipe Industries on September 13, 1999. This certification was recertified on July 28, 2020 and is valid until July 28, 2023.

SOUTH EAST ASIA PIPE INDUSTRIES



ISO 14001:2015

September 2020 – September 2023

Environmental Management System Certificate; ISO 14001:2004 (TÜVRheinland) for manufacture of Steel Pipes for Oil and Natural Gas, Chemical, and Construction was obtained by PT South East Asia Pipe Industries on September 25, 2017. This certification was recertified on September 25, 2020 and is valid until September 24, 2023.

SOUTH EAST ASIA PIPE INDUSTRIES



OHSAS 45001:2018

September 2020 – September 2023

Occupational, Health and Safety Management System Certificate; OHSAS 18001:2007 (TÜVRheinland) for manufacture of Steel Pipes for Oil and Natural Gas, Chemical, and Construction that was obtained by PT South East Asia Pipe Industries on April 2, 2007 (previously OHSAS 18001:2007). This certification was recertified on September 25, 2020 and is valid until September 24, 2023.

SOUTH EAST ASIA PIPE INDUSTRIES



ISO 9001:2015

September 2020 – September 2023

Quality Management System Certificate; ISO 9001:2015 (TÜVRheinland) for of Steel Pipes for Oil and Natural Gas, Chemical, and Construction that was obtained by PT South East Asia Pipe Industries on July 17, 1992. This certificate is recertified and is valid from September 25, 2020 until September 24, 2023.

SOUTH EAST ASIA PIPE INDUSTRIES

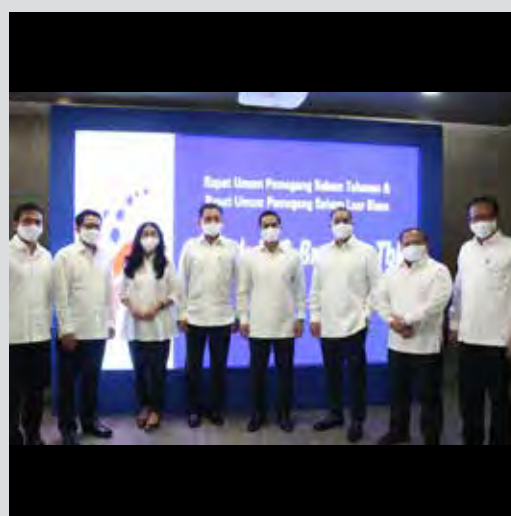
EVENT HIGHLIGHTS

18
February



PT Bakrie Autoparts, a subsidiary of PT Bakrie & Brothers Tbk which is engaged in manufacturing automotive components, received a certificate of "Achievement for SEA Quality & Delivery Target" from PT Hino Motors Manufacturing Indonesia (HMMI) in Purwakarta, which was received directly by the Director of PT Bakrie Autoparts V. Bimo Kurniatmoko.

24
June



PT Bakrie & Brothers Tbk Annual General Meeting of Shareholder and Extraordinary General Meeting of Shareholder.

6

July



The launching of the Transjakarta Electric Bus trial with customers for EV1 Blok M route - City Hall which is the result of a collaboration between PT Bakrie Autoparts and BYD Auto was attended by the President Director of PT Bakrie & Brothers - Mr. Anindya Bakrie, President Director of PT Bakrie Autoparts - Mr. Dino A. Ryandi & President Director PT Transjakarta - Mr. Sardjono Jhony Tjitrokusumo.

17

December



PT Bakrie & Brothers Tbk
Annual Public Expose.

17

December



PT Bakrie & Brothers Tbk once again received an award from The Indonesian Institute for Corporate Governance (IICG) for the category Indonesia Trusted Companies Based On Corporate Governance Perception Index (CGPI) 2020 which was held at the Shangri-la Hotel, Jakarta at the end of 2020

23

December



As a form of the CSR program, Bakrie Tanggap is collaborating with a subsidiary of PT Bakrie & Brothers Tbk which is engaged in the steel industry, namely PT Bakrie Metal Industries, to conduct a ground breaking for the reconstruction of Ciasahan Bridge in Sukamaju Village, Cigudeg District, Bogor Regency, West Java, which collapsed due to flash floods overflowing the Cidurian River earlier this year.

28
December



PT Bakrie Pipe Industries again won the CSR Partner Company Award from West Java Province.

REPORT FROM THE BOARD OF COMMISSIONERS & THE BOARD OF DIRECTORS





Maintaining Optimism

To our valued shareholders, the year 2020 was a year unlike others and presented the Company with unprecedented challenges. Since the COVID-19 outbreak occurred in China and continued to spread to various countries until it was declared a pandemic by the World Health Organization (WHO) on March 11, 2020, the Company strived to perform various adjustments in order to maintain productivity while putting our employees' health and safety as a top priority. In the midst of those challenges, the Company was still highly committed to Good Corporate Governance (GCG), therefore I can ensure that the company has been managed professionally and responsibly in accordance with the principles of GCG. In line with this, the Board of Commissioners wishes to convey the following important points.

PERFORMANCE OF BOARD OF DIRECTORS

The Board of Directors of BNBR have carried out the Company's business with constant attention to national and global economic condition, and in 2020 health aspect became one of the main considerations of Board of Directors in deciding the Company's steps. In the first quarter of 2020 the Board of Directors immediately re-analyze and perform stress-test on the 2020 budget which has been prepared and approved at the end of 2019, considering the world was facing a health crisis that also deeply impacted the economic.

Until April 2021, COVID-19 has spread to nearly 178 countries in the world, infected more than 147 million lives and have caused the death of over 3 million lives¹, the high level of transmission has caused various countries to impose restrictions on mobility as an effort to deal with the pandemic. This

unfavorable development for the global economy cannot be avoided as a result of the implementation of mobility restriction policies to reduce the spread of COVID-19. Various indicators show that consumption, investment and production activities in many countries were under pressure which has resulted in a decline in international trade.

COVID-19 also put strong pressure to Indonesian economy in 2020, especially in the first semester of 2020, with a source of turmoil that has never been experienced before. The pressure was present not only due to decrease of export which was inline with the economic downturn and disruption of the global supply chain, but was also caused by reduced mobility inline with the implementation of the Large Scale Social Restrictions (LSSR). This condition resulted in a deep contraction of GDP in the second quarter and occurred in almost all economic sectors and various regions in Indonesia. Capital outflow

¹ Source: www.worldometers.info, data April 26, 2021



increased in the early pandemic period along with the global financial market uncertainties, which pushed down the Rupiah exchange rate. At the end of 2020, the Indonesian economy recorded a contraction of 2.07% and Rupiah had depreciated by around 1.72% compared to the level at the end of 2019². This economic pressure also affected the performance of BNBR and its business units, the Company's net revenues recorded a decrease by 24.13% to Rp 2.46 trillion, and the weakening of Rupiah exchange rate have caused the Company to book loss on foreign exchange as much as Rp 29.73 billion, a significant decrease compared to Rp 90.13 billion gain on foreign exchange booked in 2019, therefore at the end of 2020 the Company recorded net loss of Rp 930.32 billion.

Meanwhile, from a sectoral perspective, most macroeconomic indicators during 2020 show potential pressures on BNBR's business development, however, entering 2021 those indicators have started showing signs of recovery. Weak consumption demand and production disruptions due to limited mobility of people and goods have led to a decline in global manufacturing performance. Manufacturing Purchasing Managers' Index (PMI) in USA, Europe, Japan, Chinese and India fell sharply and posted negative growth. While Indonesia recorded decrease of manufacturing PMI during the first quarter of 2020, with the lowest point in April 2020 at 27.5 points, however these conditions have gradually improved so that in December 2020 Indonesia's manufacturing PMI reached 51.3³.

In line with the manufacturing PMI, the commodity sector also fell sharply at the beginning of 2020 and began to show recovery in the third quarter of 2020. Although it has not yet reached pre-pandemic prices, it is estimated that the recovery in the commodity sector will continue in 2021⁴. Energy commodities prices in average decreased by 32.7% if compared year-on-year with 2019⁵, while national steel consumption rate decreased slightly by 5.4% in 2020⁶.

The Board of Commissioners deemed that the Board of Directors have given their best efforts in facing the health and economic crises during 2020. The Indonesian economic was contracted by 2.07% at the end of 2020, with four biggest sources of contraction were respectively Transportation and Warehousing (-0.64%), Manufacturing Industry

(-0.61%), Trade (-0.49%) and Construction (-0.33%)⁷, where the Company was directly affected by the Manufacturing Industry and Construction sector, as well as experiencing the impact of the performance of the Trading sector. The Company booked operating loss as much as Rp 279.10 billion in 2020, a major shift from recording of operating profit totaling at Rp 137.67 billion in 2019. However the Board of Commissioners appreciated the Board of Directors' performance in striving for Company's efficiency and productivity while still allocating fund for various efforts to handle COVID-19 pandemic in the Company's surrounding, so that the total operating expenses can be reduced by 2.88% to Rp 525.03 billion, compared to Rp 540.59 billion in 2019.

MONITORING OF STRATEGY IMPLEMENTATION

The Board of Commissioners periodically oversees every important policy submitted by the Directors as well as those proposed and / or directed by the Board of Commissioners in joint meetings of the Board of Commissioners and Directors. In addition, the task of supervision of the management of the Company is also carried out indirectly by Committees formed by the Board of Commissioners to handle the supervisory function of certain fields that are strategic for the Company.

The Board of Commissioners obtains input regarding the current situation and conditions, as well as daily activities in the Company through a review conducted by the Audit Committee on internal control and the Investment and Risk Management Committee on investment activities and risk management. In addition, the Board of Commissioners also monitors the effectiveness and fulfillment of the Company's human resource needs through the Nomination and Remuneration Committee and monitors the implementation of good corporate governance through the Corporate Governance Committee.

Based on the results of the monitoring, the Board of Commissioners emphasized the following in the implementation of BNBR's business:

FIRST, the Company needs to immediately complete its remaining debt restructuring efforts. The Board of Commissioners believes that the Directors always provide the best efforts in this regard and the Board of Commissioners is

² Source: Bank Indonesia

³ Source: IHS Markit, January 4, 2021

⁴ Source: World Bank

⁵ Source: World Bank

⁶ Source: Indonesian Iron and Steel Industry Association (IISIA)

⁷ Source: BPS

optimistic that the debt restructuring process can be completed in the near future.

SECOND, agile in sharpening the strategy to increase sales of the Company's goods and services at present time, while at the same time looking for breakthroughs in new businesses and keen to take advantage of every business opportunity.

THIRD, optimizing risk management practices more carefully throughout the BNBR group so as to mitigate potential risks, and improve the quality of internal control and supervision of all business units.

FOURTH, increasing the focus of business development by paying attention to aspects of the Environment, Social and Governance (ESG) to further ensure the sustainability of BNBR's business.

The Board of Commissioners considered the direction of BNBR's business development with the idea of "Back to Basic" which was confirmed by the Directors in 2019 is still relevant as a strategy for 2021. Various economic indicators that have begun to show recovery in early 2021 should provide optimism for the Board of Directors and all BNBR ranks to continue improving performance in various lines even though they had momentarily stalled in 2020. Various basic industries that have been developed by BNBR since its inception in 1942 still have good business opportunities in the future, besides those business units have mastered their respective fields. The Board of Commissioners encourages BNBR management to continue to improve capabilities in terms of production and determine the right expansion steps to be more competitive in the market.

Furthermore, the Board of Commissioners supports BNBR's management strategy to create future businesses that are still true to BNBR's identity, such as new and renewable energy power plants and the development of electric buses. In addition, the Board of Commissioners also appreciates the enthusiasm of BNBR management to always run its business with participation in developing Indonesia, in connection with this the Board of Commissioners recommends that BNBR continue its involvement in Indonesia's development while still paying attention to and maintaining the financial condition of the Company.

VIEWS ON BUSINESS PROSPECTS

The Board of Commissioners routinely gives constructive responses to the business prospects proposed by the Directors. In carrying out this task, I am assisted by my colleagues, members of the Board of Commissioners who have extensive experience and in-depth knowledge of the Indonesian economy and business sectors run by BNBR, so that the Board of Commissioners can ensure that the business prospects are proposed based on accurate and pragmatic assumptions.

The Indonesian economic is predicted to return to growth trajectory in 2021 as recovery of global economic started to show, and as domestic economy also shows gradual recovery. The global economic recovery was driven by increased mobility and impact of continued policy stimulus in various countries, especially in United States and China. With the aforementioned development, global economic recovery is predicted to continue with growth at 5.0% range in 2021, after contracted by 3.8% in 2020⁸. While in Indonesia, implementation of vaccine and synergy of national policies in handling COVID-19 pandemic impacts on the economy are predicted to promote momentum for national economic recovery going forward. The Indonesian economy is predicted to grow at the range of 4.3-5.3% in 2021, with inflation expected to remain under control within the $3.0 \pm 1\%$ target⁹. At the same time, the current account deficit is predicted to remain low at around 1.0-2.0% of GDP¹⁰, thereby supporting resilience in the external sector of the Indonesian economy.

The Board of Commissioners appreciates the ongoing implementation of Enterprise Risk Management (ERM) by BNBR management, in the future the implementation of this ERM needs to be done more thoroughly considering the Indonesian economy has not fully recovered yet. BNBR Directors also need to align their business development strategies with various steps that will be taken by the Government of Indonesia in the context of economic recovery after the COVID-19 pandemic. In the 2021 Government Work Plan (RKP), seven National Priorities (PN) have been established to realize the 2021 development strategy in order to accelerate economic recovery and social reform, namely:

⁸ Source: Bank Indonesia

⁹ Source: Bank Indonesia

¹⁰ Source: Bank Indonesia

1. reinforcing economic resilience for quality and equitable growth,
2. develop areas to reduce inequality and ensure equity,
3. improving high quality and competitive human resources,
4. mental revolution and cultural development,
5. reinforcing infrastructure to support development of economy and basic services,
6. build the environment, increase disaster resilience, and climate change, and
7. reinforcing stability of politics, law, defense and security, and transformation of public services ¹¹.

The Government of Indonesia has also established several Major Projects that will be the focus of funding allocation in RKP 2021. There are 43 Major Projects in PN that will be carried out in 2021. Among them are development of 10 priority tourism destinations, 9 industrial estates outside Java and 31 smelters, and 4.0 industry in five priority subsectors ¹².

The Board of Commissioners considers that BNBR and all of its business units still have good opportunities after the COVID-19 pandemic, especially in the relationship between BNBR and infrastructure development, however, any business opportunities that arise must be addressed with thorough calculation and careful implementation in order to guarantee the achievement of Company's long-term targets.

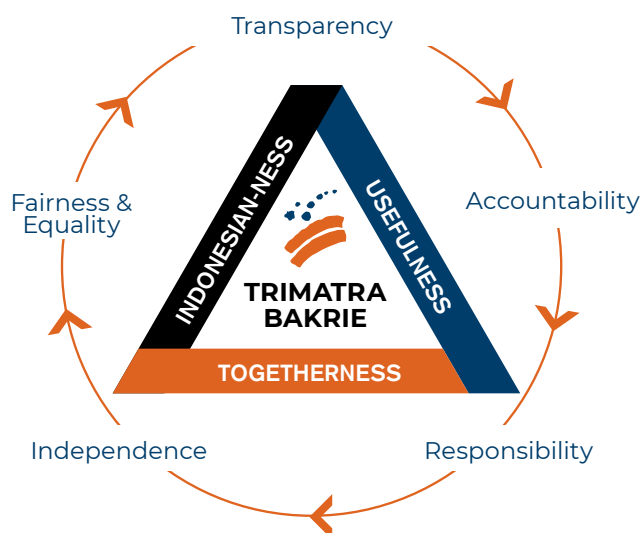
VIEWS ON THE IMPLEMENTATION OF CORPORATE GOVERNANCE

The Board of Commissioners is aware that the main requirement for successful Company performance is consistency in the implementation of Good Corporate Governance (GCG). Therefore, the Board of Commissioners is responsible for providing guidance, supervision and advice to the Directors on matters relating to GCG implementation practices.

GCG is a mechanism that regulates the relationship between the Company and its stakeholders in a transparent, accountable, responsible, independent and fair manner. The Board of Commissioners believes that the Company has experienced significant benefits from the implementation of GCG.

The Board of Commissioners believes that the Board of Directors has implemented Good Corporate Governance in accordance with the principles outlined in OJK Regulation No. 21 / POJK.04 / 2015 concerning Corporate Governance Guidelines for Public Companies and the ASEAN Corporate Governance Scorecard. This opinion is based on reviews conducted and reported periodically to the Board of Commissioners by the Corporate Governance Committee where I also serve as Chairman.

The Board of Commissioners also considers that the management of the Company carried out by the Board of Directors throughout 2020 has been carried out prudently and responsibly, in accordance with the values of leadership and culture of the Company, where the principles of GCG are an inseparable part of Trimatra Bakrie.



The Board of Commissioners assessed that the Board of Directors also constantly strives to improve the implementation of GCG by benchmarking and seeking assessments from external parties, one of which is through the participation of BNBR in the Corporate Governance Perception Index (CGPI) Award. 2020 was the ninth year for the Company to take part in the CGPI Award, and in the context of improving the overall implementation of GCG the Company encouraged its subsidiaries to participate in improving GCG implementation within their scope of business. The Board of Commissioners appreciates the achievement of BNBR who has earned the title of "Trusted Company" in the CGPI Award.

¹¹ Source: Presidential Regulation of the Republic of Indonesia No.122 year 2020

¹² Source: Presidential Regulation of the Republic of Indonesia No.122 year 2020

FREQUENCY AND METHOD OF PROVIDING ADVICE TO MEMBERS OF THE BOARD OF DIRECTORS

The Board of Commissioners provides advice to the Board of Directors through joint meetings of the Board of Commissioners and Directors held at least three times a year, in 2020 the Board of Commissioners and Directors held a joint meeting 30 times. Apart from the opportunity for joint meetings, the Board of Commissioners and the Board of Directors also routinely communicate through various non-formal methods.

In addition to direct communication between the Board of Commissioners and the Board of Directors, the monitoring function is also carried out indirectly through committees under the Board of Commissioners. The Board of Commissioners' organs are functioning properly in accordance with the scope of responsibilities and their respective fields.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

There have been some changes in the composition of the Board of Commissioners in 2020 as decided at the Annual General Meeting of Shareholders of the Company which was held on June 24, 2020. In accordance with the decision of the Annual GMS, Mr. Bobby Gafur S. Umar relinquished his position as Commissioner, therefore the composition of the Board of Commissioners became as follows:

- President Commissioner concurrently as Independent Commissioner: Sutanto
- Commissioner: Armansyah Yamin
- Independent Commissioner: Firmanzah

The Board of Commissioners believes that a combination of experience and knowledge as well as good cooperation between members of the Board of Commissioners will make a good contribution in overseeing the management of the Company. However, on February 6, 2021 we had to lose our co-worker, Firmanzah, who passed away due to heart disease and the implications of GERD or acid reflux that he had been suffering from for a long time. I, as a colleague, and the entire BNBR group, are deeply saddened for his passing, and we wish him the best place in the sight of Allah SWT.

CLOSING REMARKS

Thus the Board of Commissioners' report on supervision of the performance and implementation of the Company's business activities in 2020. The Board of Commissioners always strives to be professional and independent in carrying out their duties as supervisors and advisors in order to support the continuous improvement of the Company's performance. The Board of Commissioners would like to express its appreciation to the entire Board of Directors and all employees of the Company, with a message that in 2021 and beyond, we can all maintain our optimism in developing BNBR's businesses. Last but not least, we also extend our greatest appreciation to our shareholders and stakeholders who have always supported us in running our business.

Jakarta, May 2021

On behalf of the Board of Commissioners
PT Bakrie & Brothers Tbk



Sutanto

President Commissioner concurrently
as Independent Commissioner

BOARD OF COMMISSIONER

Sutanto
President Commissioner
& Independent Commissioner



Armansyah Yamin
Commissioner



Firmanzah
Independent Commissioner

SUTANTO

PRESIDENT COMMISSIONER
CONCURRENTLY AS
INDEPENDENT COMMISSIONER

Police General (Retired) Drs. Sutanto, an Indonesian, born in Pemalang in 1950, domiciled in Jakarta, Indonesia. He graduated from the Academy of Armed Forces – Police in 1973, he also attended the University of Police Science (PTIK) in 1983, Police School of Staff and Leaders (Sespimpol) Bandung in 1990, and National Resilience Institute (Lemhanas) in 2000. He joined PT Bakrie & Brothers Tbk (BNBR) in 2019 as President Commissioner. He currently also holds the position of President Commissioner of PT Nusadua Graha Internasional, Independent President Commissioner of PT Gajah Tunggal Tbk, and Commissioner of PT Sillo Maritime Perdana Tbk.

He has served the Republic of Indonesia as Police Chief of North Sumatra Province (2000), Police Chief of East Java Province (2000-2002), Daily Chief of the National Drug Enforcement Body (2005), Chief of the Indonesian National Police (2005-2008), and Chief of the Indonesia State Intelligence Agency (2010 – 2011).

He also holds over 10 years of experience in the capital market industry, prior to joining BNBR he held the position of President Commissioner of PT Angkasa Pura II Persero (2008 – 2009), President Commissioner of PT Pertamina (2009 – 2010), Independent Commissioner of PT Media Nusantara Citra Tbk (2011 – 2018), President Commissioner of PT Ancora Indonesia Resource Tbk (2012 -2018), and Commissioner of PT Plaza Indonesia Realty Tbk (2015 – 2019).

ARMANSYAH YAMIN

COMMISSIONER

Armansyah Yamin, an Indonesian nationality, was born in Teluk Betung, Lampung in 1953. He graduated from Indonesian Academy of Aviation in Jakarta in 1972.

He took several educations: Instructor and Test Pilot Program British Aerospace, Manchester, United Kingdom (1976) and Airline Management Course Philippine Airlines, Philippine University, Manila (1978). He also studied at Institute Commodity of London, United Kingdom (1986-1987).

He was appointed as Commissioner on June 2009. He also served as a Commissioner at Krakatau Lampung Tourism Development (KLTD) since 2018. Currently, he also holds the position of Commissioner at PT Bakrieland Development Tbk, and PT Bakrie Nirwana Semesta. He began his career at the Bakrie Group as Special Project Manager for PT Bakrie & Brothers (1985-1986), Head of Representative for Mindo Commodity Europe Hamburg, Germany (1987-1991), Managing Director for Lewis & Peat International, Singapore (1991-1993), Vice President Director for Bakrie Trading (1993- 1998), President Commissioner for PT Asuransi Ikrar Lloyd (1998-2002) President Director for Perusda Bersujud, South Kalimantan (2003-2007) and President Director for PT Arm & Ken Investment (2007-2011).

PROF. FIRMANZAH*

INDEPENDENT COMMISSIONER
Deceased

Prof. Firmanzah, an Indonesian citizen, was born in Surabaya in 1976, and obtained a Bachelor of Economics from University of Indonesia in 1998, Master of Management from University of Indonesia and DESS (MBA) from Université de Grenoble France in 2000, Master of Philosophy in 'Organisation and Strategic Management' from University of Science and Technology of Lille 1, Villeneuve-d'Asc, France in 2002, PhD in 'Strategic and International Management' from University of Pau et Pays de l'Adour, Pau, France in 2005, and IDEAS Executive Program in Massachusetts Institute of Technology (MIT), Boston, United States, in 2010.

He has been appointed as a Commissioner of PT Bakrie Indo Infrastructure since December 2019 and has been an Independent Commissioner of PT Bakrie & Brothers Tbk since April 2018. He also served as Head of the Institute of Democracy and Economics of The Habibie Center since 2019, Member of the Risk Management Committee at PT CIMB Niaga Tbk since 2016, Committee Member at SMInfra 18 Index at PT Sarana Multi Infrastruktur (SMI) since 2015 and as the Rector at Paramadina University since 2015. Previously, he served as a Commissioner at PT Perusahaan Gas Negara (PGN) (2012-2015), Republic of Indonesia Presidential Staff in Economics and Development (2012-2014), President Commissioner at PT

Rajawali Nusantara (RNI) (2012-2013), Independent Commissioner for CIMB-Asset Principal Indonesia (2012), Advisory Member for the Minister of Maritime Affairs and Fisheries (2012-2013), Advisory Member for Indonesia Center for Public Policy Studies (ICPPS) (2011-2012), Professor of the Faculty of Economics & Business, University of Indonesia since 2005 and Market Analyst in PT Sewu New York Life (1998-1999). In addition, he has also been active in various organizations such as Members of the KADIN Advisory Board since 2016, Chair of the Sharia Economics community Foundation (MES Foundation) since 2014, Chair of the Sharia Economics Community Education and Research (MES) since 2014, Chair of Focus group Discussion in the Creative Economy field and Tourism - Indonesian Economic Bachelor Association (ISEI) since 2014, Board of Trustees of the Foundation for Synergy Action for Indonesia since 2011, Board of Trustees of the Nusa Baca Foundation since 2009.

*Prof. Firmanzah passed away on February 6, 2021





Embracing Challenges

The world underwent a very drastic change in 2020, since the determination of the COVID-19 outbreak as a pandemic by the World Health Organization (WHO) on March 11, 2020, and the entire community structure inevitably had to adapt in the face of a health crisis that later also gave rise to an economic crisis. I, along with all BNNR management, were also required to review the BNNR group's business plans in order to determine the most appropriate adaptation in facing 2020, where our concentration was to find a balance between health impacts and economic impacts. The management of BNNR had been working hard to build a solid foundation for BNNR business, and throughout 2020 this foundation had become a strong capital for BNNR to face various challenges in an unprecedented time.

2020, A CHALLENGING YEAR

As a company that is more than 79 years old, PT Bakrie & Brothers Tbk has gone through various dynamic national and global economic conditions. The year 2020, however, presented a different set of challenges. The COVID-19 pandemic and measures to prevent its spread triggered the deepest global recession in eight decades. The lockdown implemented by many countries and travel restrictions caused global demand for goods and services to drop dramatically, along with falling tourism flows and commodity prices, disruption of raw material supply chains, product distribution and increased financial market volatility.

The weakening of world demand due to the COVID-19 pandemic and disruption to the global supply chain has reduced the demand for world export and import goods, resulting in decreased trade volume. In the

first quarter of 2020, world trade volume contracted by 3.1%, influenced by the impact of the dominant COVID-19 pandemic in China and the impact of the spread in other countries¹. Demand for exports from the United States (US) and Europe decreased due to reduced demand from its main trading partner, namely China. In line with the global economic downturn, the contraction in trade volume deepened in the second quarter of 2020, reaching 14%, lower than the contraction in the global financial crisis². The weakening global economy, including world trade, then had an impact on falling commodity prices, including Indonesia's export commodity prices, which as a whole also contracted deeply.

¹ Source: Bank Indonesia

² Source: Bank Indonesia

Policy makers in various countries were required to act quickly but remain careful in formulating policies to minimize the impact of the health and humanitarian crisis on the dynamics of the global economy.

Although it is difficult to predict with accuracy, the International Monetary Fund (IMF) said the global economic contraction could be three times greater if it weren't for extraordinary policy support. The global economy contracted -3.3% in 2020, this figure is 1.1 percentage points better than the IMF forecast for October 2020³, indicating higher-than-expected growth outcomes in the second half of the year for most of the region after lockdowns were eased and as economies adapted to new ways of working.

TOWARDS INDONESIA'S ECONOMIC RECOVERY

In line with progress in handling COVID-19, increased mobility and continued policy stimulus, economic improvements began to be seen in a number of countries in the second semester of 2020. The fastest economic improvement occurred in China, which bounced back in the second quarter of 2020 with a growth of 3.2% (y-o-y) and continued positive economic growth of 4.9% (y-o-y) in the third quarter of 2020⁴. As in China, a large fiscal stimulus had also supported improvement in the US economy as reflected in the reduced contraction to -2.8% (yoy) in the third quarter of 2020, from -9% (yoy) in the previous quarter, although it is still overshadowed by an increase in COVID-19 cases⁵.

Economic improvement has also begun to appear in Indonesia starting in the third quarter of 2020 with reduced contraction to -3.49% (y-o-y); improved from the previous quarter which amounted to -5.32% (y-o-y)⁶. This shows the process of recovery and turning point of national economic activity towards the positive zone, until finally Indonesia's economic growth during 2020 contracted at the level of 2.07%⁷. Furthermore, the Indonesian economy is predicted to start to rebound in 2021 to a level of 4.4% driven mainly by the recovery of private consumption, then gradually strengthen in 2022 to the level of 4.8%, but on the condition that public confidence improves, uncertainty decreases and the distribution of vaccines has reached the majority of people⁸.

Therefore, the Government of Indonesia needs to prioritize certainty and acceleration of recovery. The main policy priorities are to tackle the pandemic, support affected households and businesses and revitalize growth and jobs, and solidify the medium-term fiscal foundations. Public health must be one of the top priorities to enable the economy to remain open and towards a fully safe reopening.

MANUFACTURING AND INFRASTRUCTURE SECTOR – THE POTENTIAL REMAINS

The pace of economic recovery in Indonesia has not occurred evenly in all sectors. Sectors that require intensive contact (including the transportation, hospitality, retail, construction and manufacturing sectors), where work is difficult to do without face-to-face interaction or even impossible to perform remotely, are more susceptible to mobility restrictions so that they are hit deeper and have only recovered partially. However, the global economic recovery, and in particular the recovery of Indonesia's trading partner countries such as China, had a positive impact on the Indonesian trade sector, enabling the manufacturing industry to resume its operations and become a contributor to foreign exchange through increased export activities. As the manufacturing industry recovers, foreign capital will return to Indonesia which will further strengthen the stability of the Rupiah exchange rate. Apart from the global economic recovery, two things that are also expected to drive the growth of the manufacturing industry are the recovery of the purchasing power of the public and the Government after the COVID-19 pandemic, and the realization of investment in several scheduled sub-sectors, such as in the chemical and base metals sectors⁹.

The Indonesian government has established policies that benefit the manufacturing sector by passing the Omnibus Law on Job Creation which is a significant game-changer and is one of the biggest policy reforms that Indonesia has experienced since 1998. The Omnibus Law on Job Creation is aimed at encouraging foreign direct investment (FDI) and transforming Indonesia into the next Asian manufacturing / technology center (electric vehicle (EV) / battery / cloud).

Furthermore, the Omnibus Law on Financial Sector Bill has been designated as a priority national

³ Source: International Monetary Fund

⁴ Source: www.statista.com

⁵ Source: Bank Indonesia

⁶ Source: Bank Indonesia

⁷ Source: BPS

⁸ Source: World Bank

⁹ Source: Presidential Regulation of the Republic of Indonesia No.122 year 2020

legislation program (prolegnas) for 2021. The Financial Sector Bill is intended to strengthen supervisory capacity and decision-making power in the financial sector, particularly from the perspective of regulators (Ministry of Finance, Bank Indonesia, the Financial Services Authority - OJK, and the Indonesia Deposit Insurance Corporation - LPS) in banking and non-banking institutions. So that regulators can anticipate and act more quickly in overcoming financial instability.

Through the Omnibus Law, the Government has formed a Sovereign Wealth Fund (SWF), namely the Indonesia Investment Authority (INA), which is mandated to carry out Government investments for long-term returns and economic development. The infrastructure sector provides investment opportunities suitable for SWF objectives with respect to long-term perspectives and the multiplier effect on economic growth. SWF has the potential to initiate a turnaround for the infrastructure sector whose projects require large investments. Investors from several countries have reportedly expressed their interest in SWF and the Government has injected IDR 15 trillion in the form of state capital participation (PMN) as the master fund of SWF, and until the end of 2021 it is targeted that Government funds injected as SWF master fund reach IDR 75 trillion. INA's first period investment target is in the transportation sector infrastructure, which includes airports, ports and toll roads ¹⁰.

The Government of Indonesia's commitment to strengthening infrastructure is also translated into the 2021 Government Work Plan (RKP) which lists infrastructure strengthening as one of the seven National Priorities. The infrastructure development policy for the economy and basic services in 2021 is directed at post- COVID-19 pandemic recovery which includes increasing regional connectivity, developing mass transportation in six metropolitan cities, increasing access and supply of energy and electricity, building and utilizing ICT (Information and Communication Technology) and the contribution of the information and communication sector to economic growth ¹¹.

BNBR BUILDING INDONESIA

As one of national conglomerate companies, BNBR constantly strive to develop its business with the spirit of building Indonesia. When it was founded in 1942 BNBR started its business as a trader of Indonesian agricultural products, but then the late Achmad Bakrie as the founder of the Bakrie business group had a vision to further increase his involvement in developing Indonesia by entering the manufacturing sector. BNBR's first foundation as a manufacturing company was laid in 1959 with the establishment of PT Bakrie Pipe Industries (BPI) which manufactures steel pipes, BNBR then expanded its business into steel structure construction sector, steel fabrication, and other infrastructure projects in the period between 1970s until late 1980s. In the same period, PT Bakrie Building Industries which produces building materials and PT Bakrie Autoparts which produces automotive components were also established.

BNBR's business units that are engaged in manufacturing sector have become key players in the industry they are working on, however we believe all of our business units need revitalization to increase their competitiveness in the coming years, we also believe that manufacturing sector still has enormous potential in Indonesia. In addition, the spirit of building Indonesia which has become one of the Company's DNA will continue to be realized with the involvement of BNBR in various Government and private sector projects, in particular projects that are related with infrastructure development and reinforcement.

Therefore, in the future the Company will continue to improve business line of every subsidiaries so that they are able to contribute more significantly to BNBR in carrying its business and reaching its previous glory. After various business development journeys, since 2019 BNBR declared "Back to Basic", that is strengthening the industries that we have worked on since the beginning by continuously improving the latest technology implementation and mastery, as well as addition of investment on adequate resources.

STAYING THE COURSE – CONTINUING IMPROVEMENT EFFORTS

BNBR has succeeded in reversing the financial condition in 2019, but it is undeniable that the COVID-19 pandemic that hit the world throughout 2020 has had a profound impact on the performance of BNBR and its business units. At the end of the 2020

¹⁰ Source: Presidential Regulation of the Republic of Indonesia No.122 year 2020

¹¹ Source: Presidential Regulation of the Republic of Indonesia No.122 year 2020

fiscal year the Company recorded a net revenues of Rp 2.46 trillion, a decrease of 24.1% compared to 2019. The majority of the Company's net revenues was contributed by the Manufacturing and Infrastructure segment, amounting to Rp 2.27 trillion or 92.5% of total revenue.

The Company continues its efforts to improve efficiency, especially in responding to the impact of the pandemic on the Indonesian economy in general and on the Company's performance in particular. However, BNBR prioritizes employee health and safety during pandemic conditions, so that every decision made by the Company is always aimed at achieving a balance between health impacts and economic impacts. Sales, general and administrative expenses were successfully reduced by 2.9% in 2020 with a decrease in personnel expenses and selling expenses by Rp 17.65 billion and Rp 9.73 billion. However, the decrease in personnel expenses and selling expenses was offset by an increase in general and administrative expenses which, among others, was caused by the allocation of funds for handling the COVID-19 pandemic within the Company, so that general and administrative expenses increased by Rp 11.82 billion in 2020, and subsequently the Company recorded an operating loss of Rp 279.10 billion.

Meanwhile, on the balance sheet side, the Company recorded a decrease in current assets in 2020 to Rp 10.60 trillion from Rp 11.26 trillion in 2019. The decrease in current assets mainly came from the settlement of other receivables from third parties amounting to Rp 701.42 billion and the rest was an impairment as a result of the implementation of generally accepted accounting principles or PSAK 71 which only started in 2020. The decline in current assets was offset by an increase in non-current assets to Rp 3.39 trillion in 2020 from Rp 3.10 trillion in 2019. The increase in non-current assets mainly came from other long-term investments, which increased by Rp 729.65 billion from settlement of other receivables. At the end of 2020 the total asset value was Rp 13.99 trillion, a decrease of 2.6% compared to 2019 which was Rp 14.36 trillion. On the liabilities side, the total value increased by 4.5% from Rp 12.01 trillion in 2019 to Rp 12.55 trillion in 2020. And on the equity side, as a result of losses for the current period and the impact of implementing PSAK 71, the Company recorded a decrease in equity by 38.6%, to Rp 1.44 trillion by the end of 2020. The Company has made efforts to improve its capital structure and in the 2016 - 2018 period it has succeeded in restructuring

Rp 11.41 trillion in debt with the mechanism of capital increase with Non-Preemptive Rights (NPR) through the conversion of Mandatory Convertible Bonds (MCB) into Company shares. The remaining debt restructuring efforts are still ongoing as planned and upon completion will significantly reduce financial burdens and further improve the capital structure after the Company successfully reversed its position from negative equity to positive in 2018.

BACK TO BASIC – REINFORCEMENT OF BASIC INDUSTRY

Various economic indicators show the decline and conditions of the COVID-19 pandemic have created pressure for the industry in which BNBR's business units are running their business. However, the Company believes that the basic industry will always be a necessity for Indonesia's development. In 2020 PT Bakrie Pipe Industries (BPI), our subsidiary that produces steel pipes, recorded a revenue of Rp 1.49 trillion, down 14.1% compared to its achievement in 2019 which amounted to Rp 1.73 trillion. During 2020 the oil and gas (OG) industry, which is one of BPI's main business markets, shows a weakening; The price of crude oil (average) which has decreased by 10.2% in 2019 has been further depressed with a decrease of 32.7% in 2020, to only US\$ 41.3 per barrel ¹². In the oil and gas steel pipe product segment, BPI recorded a sales decline of 15.4%, while in the non-oil and gas steel pipe product segment, which is widely used to support infrastructure projects, BPI recorded a sales decline of 22.2%. BPI has become one of the trusted partners of various companies, including Pertamina and PT Perusahaan Listrik Negara (PLN), so the Company estimates that BPI's performance will improve again along with the recovery of Indonesia's economic conditions and the revival of infrastructure projects in 2021.

PT Bakrie Autoparts (BA), another business unit of the Company that produces automotive components, in 2020, experienced a decline in revenue of 48.0% from Rp 698.70 billion in 2019 to Rp 363.56 billion in 2020. Apart from the automotive sector, BA's performance is also heavily influenced by the commodity sector because the majority of BA products are used for commercial vehicle components. The decreasing public purchasing power as one of the impacts of the COVID-19 pandemic caused car sales in the Indonesian market to take a hit, which decreased from 1.03 million units in 2019 to only 0.53 million units

¹² Source: World Bank

in 2020 with a sales composition of the passenger vehicle segment of 73 % and the commercial vehicle segment by 27% ¹³. Various other national and global conditions also contributed to the decline in sales in the automotive sector; limitation of people mobility as an effort to prevent the transmission of COVID-19 has quite an effect on consumer purchasing decisions, in addition to that, prices have decreased for almost all commodities in the second quarter of 2020. Global demand for coal has also decreased by 5% as a result of the economic slowdown, in addition to the increasing use of new and renewable energy, and rising prices of carbon emissions in European Union countries ¹⁴. Coal prices (Australia) decreased from an average of US\$ 77.9 per metric ton in 2019 to US\$ 60.8 per metric ton in 2020. Meanwhile, the average price of crude palm oil (CPO) increased by 25% compared to 2019, to US\$ 752 per metric ton in 2020, but this was due more to the decline in CPO production due to bad weather in Southeast Asia ¹⁵. The many challenges faced by BA required us to innovate in order to maintain performance growth, as such by diversifying portfolio with products that are higher in complexity and selling price, as well as striving for sales of products with higher margins. So that BA can prepare for 2021 and beyond, where it is estimated that world commodity prices will continue to increase after starting to show signs of recovery in the third quarter of 2020.

Another subsidiary of BNBR is PT Bakrie Building Industries (BBI) which produces fiber-cement based building materials. BBI currently undergoes business line shift from manufacturing to services provider that is as provider of prefab (pre-fabrication) building as well as logistic and distribution services. These two business lines are actually an extension of BBI's business process to date, where the prefab house business line is handled by BBI's subsidiary, namely PT Bangun Bantala Indonesia (Bantala). In 2020, BBI recorded revenue of Rp 155.21 billion, an increase of 12.5% compared to 2019's revenue of Rp 137.90 billion. To support this transition, a series of improvements and innovations have been continuously carried out by BBI to produce a number of high-efficiency materials while continuing to improve the production process. The effort to develop prefab and modular building technology that has been carried out since 3-4 years ago began to show results, Bantala has completed a prefab house procurement project in Central Java in 2020, and has obtained several other projects. We are optimistic that in the future

opportunities for prefab houses and building materials will be good, especially with the commitment of Government of Indonesia in *Program Sejuta Rumah* (A Million Houses Program), which is evidenced by the provision of a budget of Rp. 8.09 trillion for the Directorate General of Housing of the Ministry of Public Works and Public Housing in 2021, and will be used to implement public housing program priorities, particularly the *Program Sejuta Rumah* ¹⁶.

Other than manufacturing field, BNBR also still developed various infrastructure projects through PT Bakrie Indo Infrastructure (BIIN), three main projects currently handled are electric steam power plant 2 x 660 MW Tanjung Jati A in West Java, Cimanggis – Cibitung 26.4 km length toll road in West Java, as well Kalija gas pipeline phase 1 stretching 200 km along north coast line of Java island from Kepodang to Tambak Lorok, and Kalija phase 2 stretching 550 km length from Bontang, East Kalimantan to Banjarmasin, South Kalimantan.

SOLID COLLABORATION IN WELCOMING FUTURE BUSINESS

In the future, BNBR aims to develop business with a new perspective that always puts forward the synergy between business units. With our strong manufacturing base, BNBR has confirmed its determination to continue to develop Indonesia through our involvement in projects related to infrastructure development by applying efficient technology, utilizing the development of digital technology, and reliable human resources. As our first step in utilizing digital technology, in December 2018 BIIN has acquired PT Multi Kontrol Nusantara (MKN), a business unit that focuses on the telecommunications infrastructure business and technology solutions. We have also carried out this acquisition to support the development of Information and Communication Technology, which has largely been carried out in the 2015-2019 RPJMN and will be continued in the 2020-2020 RPJMN period. Efforts to improve Indonesia's digital connectivity were carried out through the Palapa Ring Project, in which PT Multi Kontrol Nusantara (MKN) was one of the implementers. In 2020 MKN has recorded an increase in revenue of 9.7% (y-o-y) to a total of IDR 277.4 billion.

Collaboration between BNBR business units makes it possible to support infrastructure for economic growth and urban infrastructure, two of the

¹³ Source: Gaikindo

¹⁴ Source: World Bank

¹⁵ Source: World Bank

¹⁶ Source: Ministry of Public Works and Public Housing

three main frameworks for infrastructure development in the 2020-2024 RPJMN. Infrastructure development for economic growth will focus on the development of transportation infrastructure, electricity and energy, information technology with large capacity and high speed for the operation of Big Data, the Internet of Things (IoT) and artificial intelligence (AI). Meanwhile infrastructure development for urban areas includes improvement of facilities and infrastructure that will support the convenience of living in cities such as the construction of mass public transportation, construction of city gas pipelines, drinking water and sanitation pipes as well as waste management.

Various issues related to the limitations of urban infrastructure become the direction and opportunities for business development of BNBR and its business units. The development of electric buses by BA, which began in 2018, was an example of the Company's important momentum to better understand and then adopt the latest technology in the automotive industry, and at the same time enabled the Company to support the development of environmentally friendly urban public transportation systems. Furthermore, through PT Bakrie Power (BP), which is a subsidiary of BIIN, the Company could support the urban electricity supply program. In addition to the Tanjung Jati A power plant project, BP has also succeeded in working on Solar Power Plant projects located in East Flores Regency, Alor Regency, Southeast Maluku Regency and Jakarta with a total capacity of 735 kWp.

In terms of connectivity, the experience of PT Bakrie Metal

Industries (BMI) in the construction of steel bridges and BIIN in toll road construction enables the Company to support the target of strengthening road transportation connectivity. Road connectivity not only supports human mobility, but also the national logistics system. The construction of toll roads is important to connect the industrial area with transportation nodes, so as to support the development of industry and distribution of goods produced. In terms of providing basic infrastructure, BPI can participate by providing pipes for clean water distribution, while BBI can support plans to provide access to decent, safe and affordable housing and settlements in cities.

REJUVENATION SPIRIT – FOCUS ON ESG

In addition to strengthening the financial and business development side, BNBR also strives to continue to carry out reforms in conducting its business with a focus on the environment, social and governance, or commonly referred to as ESG. Investment in the ESG sector has not been managed and utilized properly in Indonesia and many ASEAN countries, but it has great potential. Realizing this, BNBR closely monitored the implementation of business from the aspect of ESG by continuing to perfect its application.

ENVIRONMENT

The implementation of the Company's responsibilities in the environmental field has become a daily activity for the business of BNBR and its subsidiaries. This is continuously monitored by the certification process in the environmental field (ISO 14001 Environmental Management System) for manufacturing business units. The certification process enables the Company to improve environmental performance through more effective use of resources and waste reduction.

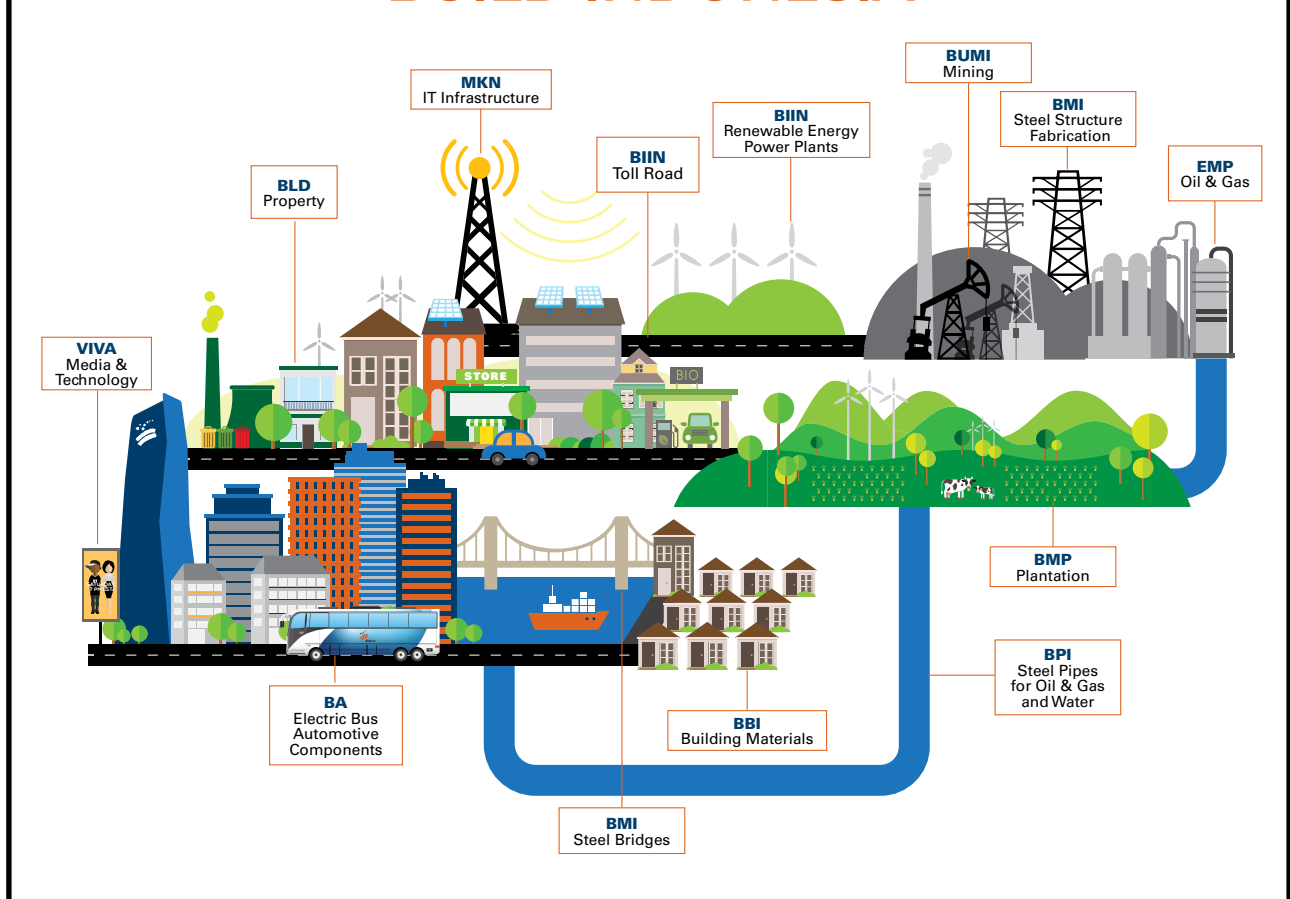
The company also seeks to increase the supply of environmentally friendly energy with a focus on the development of the new and renewable energy business undertaken by PT Bakrie Power (BP). In addition to developing several PLTS, BP has also begun to develop geothermal power plants, wind turbines and biomass. The development of power plants with environmentally friendly energy has reached a capacity of 195 MW.

SOCIAL

On the social aspect, BNBR carried out various corporate social responsibility (CSR) programs with the aim of creating economic independence for the community around the Company's operating location along with its subsidiaries, improving the quality of life and protecting the environment. BNBR CSR activities with social dimensions were carried out collectively with other Bakrie group companies through the Bakrie Amanah foundation. In 2020, BNBR's CSR activities coordinated through Bakrie Amanah reached more than 300,000 beneficiaries by channeling aid worth Rp 35.71 billion.

The Company also views human resources as an important stakeholder and as strong capital in business development. Through various HR and organizational management programs implemented by the Bakrie Learning Center, the Company consistently develops the capacity of each

SYNERGY TO BUILD INDONESIA



of its employees and seeks to regenerate with the recruitment of young experts in each business unit.

GOVERNANCE

The Company continuously improves the quality of the implementation of good corporate governance or GCG which is in line with the values adopted by the Company. For this, BNBR refers to best practices in determining the Company's business processes, controls and standard operating procedures. Thus it is hoped that good quality GCG principles will support the improvement of the Company's performance through the creation of a better decision making process, increased operational efficiency, and improved services to the Company's stakeholders. These GCG principles were applied through a framework of governance relationships between GCG organs, relationships with shareholders and with

stakeholders, to ensure a harmonious balance between achieving performance and business sustainability.

Throughout 2020 the Company carried out various activities and initiatives aimed at improving the quality of the application of good governance. Some important things include the implementation of the GRC (Governance, Risk and Compliance) Series as a means of socialization and oversight of the implementation process of Governance, Risk Management and Compliance to the Company's business units.

The Company also conducted GCG assessments by involving itself in the Corporate Governance Perception Index (CGPI) Award where the results become a reference in improving corporate governance practices. On December 17, 2020 BNBR



received the Trusted Company title from the CGPI Award for the 9th time in a row.

COMPOSITION OF BOARD OF DIRECTORS

In 2020 the composition of the Board of Directors of the Company did not change, which remains as follows:

President Director & CEO:
Anindya Novyan Bakrie

Vice President Director :
Anindra Ardiansyah Bakrie

Director :
Roy Hendrajanto M. Sakti

Director:
A. Amri Aswono Putro

Director :
R. A. Sri Dharmayanti

Director :
Dody Taufiq Wijaya

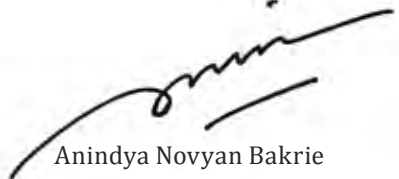
Each member of the Board of Directors has contributed significantly in carrying out the management of the Company, and I believe that in the future the expertise of each member of the Board of Directors will continue to be valuable assets for the development of the Company's business.

CLOSING REMARKS

The Board of Directors and all employees would like to thank the Board of Commissioners, shareholders and other stakeholders for the support that has been given in going through the various challenges that have been present in 2020. Starting the year 2021, the Company had to suffer a huge loss with the passing of our Independent Commissioner, Professor Firmanzah, on February 6, 2021 due to heart disease and GERD that he had suffered for a long time. The contribution of the deceased to the Company is very valuable and irrefutable. We continue to make various directions that he gave to me and the entire Board of Directors during his life as a guide in embracing various challenges and opportunities. Finally, I hope that all of the Company's performance improvement targets will be achieved soon and the Company will return to its growth trajectory.

Jakarta, May 2021

On behalf of the Board of Directors
PT Bakrie & Brothers Tbk



Anindya Novyan Bakrie
President Director & CEO



**Anindya
Novyan Bakrie**
President Director & CEO



**A. Ardiansyah
Bakrie**
Vice President Director



**Roy Hendrajanto
M. Sakti**
Director



**A. Amri
Aswono Putro**
Director



**R.A. Sri
Dharmayanti**
Director



**Dody
Taufiq Wijaya**
Director

ANINDYA NOVYAN BAKRIE

PRESIDENT DIRECTOR & CEO

Anindya Novyan Bakrie, Indonesian nationality, was born in Jakarta on 1974. He obtained his Master of Business (MBA) from the Stanford Graduate School of Business, California, USA, in 2011 and Bachelor of Science (BSc) degree of Industrial Engineering from Northwestern University, Evanston, Illinois, USA, in 1996.

Anindya has been the CEO & President Director of PT Bakrie & Brothers Tbk since May 2019, where he was formerly President Commissioner and Deputy to the COO and Deputy to Managing Director between 1997 to 1999. Anindya has been also CEO & President Director of PT Bakrie Global Ventura since August 2013, CEO & President Director of PT Visi Media Asia Tbk since July 2014, President Commissioner of PT Intermedia Capital Tbk since December 2013, and Commissioner of PT Bakrie Sumatera Plantations Tbk since June 2012.

Previously, Anindya has also held several leadership positions within the Bakrie Group, such as CEO & President Director of PT Bakrie Telecom Tbk (December 2003- July 2013), Chairman of PT Bakrie Global Ventura (2006 – August 2013), CEO & President of PT Visi Media Asia Tbk (2008–March 2011), and President Commissioner & Executive Chairman of PT Visi Media Asia Tbk (March 2011– July 2014) , and President Commissioner of PT Bakrie Telecom Tbk (July 2013 - June 2019).

Currently, Anindya also serves as Vice Chairman of Organization, Membership and Empowerment in Indonesian Chamber of Commerce & Industry (KADIN Indonesia), Chairman of Indonesian representative in Asia Pacific Economic Cooperation Business Advisory Council (ABAC), Chairman of Indonesian Aquatics Federation (PRSI), Board of Director of Oxford United Football Club, Founder and Chairman of Bakrie Center Foundation, Chairman of Bakrie Untuk Negeri Foundation, and General Treasurer of Association of Indonesian Moslem Entrepreneurs.

Building bridges between Indonesia and the world, Anindya has joined several boards of trustees/ advisors/members of various international universities, NGOs, and research centers, such as Board Member of International Campaign Committee of Northwestern University since July 2016, Board Member of Philips Academy Andover's Asia Council since 2012, Board of Trustee of Eisenhower Fellowship since March 2011, Board Member of @america Advisory Board since 2011 and Advisor of The United States Indonesia Society (USINDO) since 2018.

Anindya Novyan Bakrie is a regular attendee of the World Economic Forum in Davos since 2010, and was appointed as a member of Board of Governors for Media, Entertainment and Culture Industries in January 2020. Anindya is also an active participant in Milken Institute Global Conference since September 2019.





A. ARDIANSYAH BAKRIE

VICE PRESIDENT DIRECTOR

Anindra Ardiansyah Bakrie, an Indonesian nationality, born in Jakarta on 1979. Obtained Master of Business (MBA) degree from Bentley, McCallum Graduate School of Business, Waltham, Massachusetts, USA, on 2015 and Bachelor of Science (BSc) Business Administration degree from Georgetown University, McDonough School of Business, Washington, DC, USA, on 2001.

A. Ardiansyah Bakrie holds the position of Vice President Director of PT Bakrie & Brothers Tbk since April 2018. Currently he also holds the position as President Director & CEO of PT Bakrie Indo Infrastructure and President Commissioner of PT Southeast Asia Pipe Industries, PT Bangun Bantala Indonesia, PT Multi Kontrol Nusantara, and also Commissioner at PT Bakrie Metal Industries, PT Bakrie Power, PT Bakrie Mina Bahari and PT Bakrie Solusi Strategis. He has approved as Vice President Director of PT Visi Media Asia Tbk since May 2017, Director of PT Bakrie Global Ventura since April 2012, President Commissioner

of PT Cakrawala Andalas Televisi (ANTV) since October 2019, President Commissioner of PT Lativi Mediakarya (tvOne) since March 2017, and President Commissioner of PT Viva Media Baru since March 2017.

Previously he held the position of President Director and CEO of PT Viva Media Baru (November 2013 – March 2017), President Director and CEO of PT Lativi Mediakarya (May 2012 – March 2017), President Commissioner of PT Asia Global Media (September 2009 - May 2012), Commissioner of PT Viva Media Baru (November 2008 - May 2012), and Commissioner of PT Intermedia Capital Tbk (June 2017 - March 2020).

A black and white portrait of Roy Hendrajanto M. Sakti, a middle-aged man with dark hair, wearing a dark suit, white shirt, and striped tie. He is sitting on a chair, leaning forward with his arms crossed, looking directly at the camera with a slight smile.

ROY HENDRAJANTO M. SAKTI

DIRECTOR & CHIEF FINANCIAL
AND INVESTMENT OFFICER

Roy Hendrajanto M. Sakti, an Indonesian, born in Jakarta in 1972, domiciled in Jakarta, Indonesia. He earned a Master Degree in Business Administration from University of Missouri, USA. He joined PT Bakrie & Brothers Tbk (BNBR) in 2016 as Executive Vice President and currently he holds the position as Director & Chief Financial and Investment Officer, Commissioner of PT Bakrie Metal Industries, PT Bangun Bantala Indonesia and PT Bakrie Kalila Investment.

He holds over 20 years of experience in the finance and capital market industry. Prior to joining BNBR he held the position as Director in PT Capitalinc Investment Tbk (2013-2015) and President Director at PT Madani Sekuritas (2008-2012). Previously Roy holds several positions in other asset management and securities company, as well as institution such as Jakarta Initiative Task (JITF) – Finance Department.

A. AMRI ASWONO PUTRO

DIRECTOR & CHIEF
BUSINESS OFFICER

A. Amri Aswono Putro, an Indonesian nationality, was born in Yogyakarta in 1965 and earned a Bachelor degree in Civil Engineering from Gajah Mada University, Yogyakarta.

He has held the position of Director & Chief Business Officer since June 2020, where previously he served as a Director & Chief Financial Officer (CFO) since from June 2015 – May 2020, and also holds the position of CFO at PT Bakrie Indo Infrastructure since 2012. He joined Bakrie Group in 2006 as Corporate Treasury Division Head at PT Bakrieland Development Tbk, he was then appointed as Director of PT Bakrieland Development Tbk for the period of 2011-2012. He has handled various infrastructure projects during his tenure in PT Bakrieland Development Tbk. Prior to joining Bakrie Group, he has 15 years of experience in banking and investment industry in a private national bank and other private institutions.

A black and white portrait of R.A. Sri Dharmayanti, a woman with dark, wavy hair and glasses, wearing a dark blazer over a white ruffled shirt. She is smiling slightly and looking towards the camera. Her hands are clasped in front of her.

R.A. SRI DHARMAYANTI

DIRECTOR & CHIEF LEGAL OFFICER

Sri Dharmayanti, an Indonesian nationality, was born in Jakarta in 1962 and obtained her Master degree in Law from University of Indonesia.

She holds the position of Director since 2008. Currently, she also serves as Director of PT Bumi Resources Tbk, Commissioner of PT Arutmin Indonesia, Commissioner of PT Kaltim Prima Coal as well as member of the Board of the Indonesian Mining Association (API-IMA), member of Advisory Board of the Indonesian Coal Mining Association (APBI-ICMA), member of Advisory Board of the Indonesian Corporate Secretary Association (ICSA), member of the Assessment Team of Indonesia Public Listed Companies Association (AEI), Member of Association of Indonesian Mining Professional (PERHAPI), and Deputy Chairman for Coal Standing Committee (Mineral, Coal and Electricity Resources Sector) at Indonesian Chamber of Commerce and Industry (KADIN). Previously, she was General Manager-Legal of PT Arutmin Indonesia, after serving as Legal & General Affairs BHP Minerals Group in Indonesia.

DODY TAUFIQ WIJAYA

DIRECTOR & CHIEF RISK OFFICER

Dody Taufiq Wijaya, an Indonesian nationality, was born in Jakarta in October 1966 and earned an Accounting degree in 1993 from Indonesian State College of Accountancy (STAN), Jakarta and Master of Commerce (M.Com) with Advanced Specialization in Accounting from the University of New South Wales (UNSW), Sydney Australia in 1998, has enrolled in “Driving Digital Strategy” short course at Harvard Business School – Executive Education, in Boston USA, in April 2018.

He was appointed as Director of PT Bakrie & Brothers Tbk since July 2020, previously since 2014 he has held the position of Independent Director and in 2010 he has held the position of Director. Currently, he also serves as President Director of PT Bakrie Power and served as Commissioner of PT Bakrie Pipe Industries, PT Southeast Asia Pipe Industries and PT Bakrie Construction. He has been the Chief Risk Officer (CRO) of the Company since June 2009 and started his career at the Company as the Internal Audit Manager (2002-2005). He was then appointed as Head of Risk Management & Internal Audit (2005-2008) and Vice President Project Support & Control at PT Bakrie Indo Infrastructure (2008-2009). He was an auditor for 15 years at several government agencies and institutions. Currently he held the position as Vice Chairman of the Standing Committee of Good Corporate Governance of KADIN Indonesia. He is also a Certified Internal Auditor (CIA) and a Chartered Accountant (CA), also a member of Indonesia Risk Management Professional Association (IRMAPA), the Institute of Internal Auditors (IIA), the Association of Indonesian Accountants (IAI), and The Indonesian Renewable Energy Society (METI).

STATEMENT OF RESPONSIBILITY FOR 2020 ANNUAL REPORT

BOARD OF COMMISSIONERS AND DIRECTORS' STATEMENT ON THE RESPONSIBILITY FOR PT BAKRIE & BROTHERS TBK ANNUAL REPORT YEAR 2020.

We, the undersigned, hereby declare that all information disclosed in the 2020 Annual Report of PT Bakrie & Brothers Tbk is complete and we are fully responsible for the accuracy of such information.

Jakarta, May 2021,



SUTANTO
President Commissioner concurrently as
Independent Commissioner



ARMANSYAH YAMIN
Commissioner



ANINDYA N. BAKRIE
President Director & CEO



A. ARDIANSYAH BAKRIE
Vice President Director



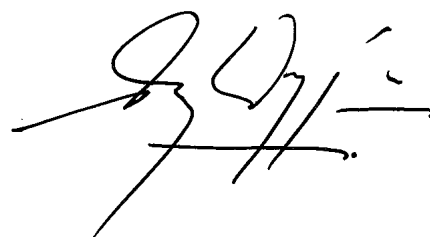
ROY HENDRAJANTO M. SAKTI
Director



A. AMRI ASWONO PUTRO
Director



R. A. SRI DHARMAYANTI
Director



DODY TAUFIQ WIJAYA
Director

MANAGEMENT DISCUSSION & ANALYSIS





MANAGEMENT DISCUSSION & ANALYSIS

This financial performance discussion and analysis refers to the Company's Consolidated Financial Statements for the years ended December 31, 2020 and 2019 attached to this Annual Report. The Consolidated Financial Statements are audited by Public Accounting Firm Y. Santosa & Rekan with their opinion that the consolidated financial statements present fairly in all material respects, the consolidated financial position of PT Bakrie & Brothers Tbk and its subsidiaries as of December 31, 2020 and the consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

The understanding of description of the financial performance review is taking into account the disclosures in the notes to the Consolidated Financial Statements that represent as an integral part of this Annual Report.

OPERATING REVIEW PER BUSINESS SEGMENT

The Company has three core business segments consist of manufacturing and infrastructure, fabrication and construction services, as well as trading, services and investment.

MANUFACTURING AND INFRASTRUCTURE SEGMENT AND FABRICATION AND CONSTRUCTION SERVICES SEGMENT

The Company earns a sustainable recurring income from its various manufacturing and fabrication and construction services business units. Whereas the infrastructure projects are currently developed as future income generator.

The Manufacturing and Infrastructure segment contributed nearly all of the Company's total revenue in 2020, or Rp 2.27 trillion. This revenue was generated by the Company's manufacturing business units in automotive component, building material and metal industry sectors.

The Fabrication and Construction Segment is

one business line of BNBR business unit that are PT Bakrie Metal Industries (BMI) and PT Bakrie Construction (BCons). In 2020 this segment generated revenue totaling at Rp 165.36 billion.

Performance of Automotive Component Manufacturing Segment

BNBR carries out its automotive component business through its subsidiaries PT Bakrie Autoparts (BA), which was owned by BNBR through BMI since November 23, 2018. BA was established as PT Bakrie Tosanjaya in 1975; currently BA supplies automotive components for OEM with major products among others are brake drum, flywheel, disc brake, hub and coupling housing. BA also has the capacity to perform general or non-automotive casting and has tapped into after sales spare parts market.

BA has five plant facilities with annual capacity of 33,000 ton casting and 2.5 million units precision machining. In 2020 BA reached production capacity of 35% casting and 57% precision machining to fulfilled orders from its various customers. This was related

to the weakening demand for automotive products during the COVID-19 pandemic throughout 2020.

Performance of Building Material Manufacturing Segment

BNBR carries out its building material business through its subsidiaries PT Bakrie Building Industries (BBI). Established as a joint venture with an Australian company in 1976, BBI was one of the pioneers of building material producer in Indonesia which provides Total Building Solution for domestic and international market. BBI products are high quality building material such as fiber cement for roof, ceiling and partition as well as wood substitution product.

Other than serving domestic market, BBI also performs trading activity of building material products from and to several countries in Africa, East Asia and South East Asia. Since 2018 BBI has started to shift its business by utilizing recent development in technology sector, while still rooted to its background as building material producer and distributor. BBI currently develops two new business lines, that are provider of prefab houses solution as well as logistic and distribution services, these two lines are expansion of BBI business process all this time. With regards to this business shifting from manufacturing into service provider for fabrication, distribution and logistic, therefore BBI started reducing its production capacity and product variants, as such by end of 2020 total effective capacity of BBI is as much as 5.6 million Stdm.

Performance of Metal Industry Manufacturing and Fabrication and Construction Services Segment

BNBR carries out its business in metal industry through its subsidiaries PT Bakrie Metal Industries (BMI). BMI started its business in 1959 through its subsidiaries PT Bakrie Pipe Industries (BPI) by producing steel pipes for general use and later expanded to oil and gas sector. In 1984 BMI expanded its capacity by providing fabrication service for corrugated metal and bridges, and then in 1985 BMI started its EPC business through its subsidiaries PT Bakrie Construction (BCons).

The annual capacity of BMI is 200 thousand ton of steel pipes for oil & gas and non-oil & gas sector, 20 thousand ton of non-oil & gas steel structure fabrication and 2.5 million man-hour of oil & gas steel structure fabrication. BMI

also has extensive experience in handling EPC projects for various oil & gas and non-oil & gas construction. During 2020 most of the projects handled by BMI came from non-oil & gas sector.

Performance of Infrastructure Segment

BNBR carries out its infrastructure business through its subsidiaries PT Bakrie Indo Infrastructure (BIIN). Established in 2008, BIIN was a development of Infrastructure Division of PT Bakrie & Brothers Tbk. As a holding company with various infrastructure assets in Indonesia, BIIN utilizes its extensive experience in infrastructure field and regional expertise. BIIN's objective is to invest in lucrative and high-growth toll road, power, oil & gas, port, and telecommunication infrastructure projects.

Currently BIIN focuses on three major infrastructure projects, that are Coal Fired Steam Power Plant 2 x 660 MW Tanjung Jati A in West Java, Cimanggis-Cibitung 26.4km toll road in West Java, and Kalija gas pipeline with phase 1 stretches 200 km at offshore North Java from Kepodang to Tambak Lorok, and phase 2 stretches 550 km from Bontang, East Kalimantan to Banjarmasin, South Kalimantan.

Since December 2018 BIIN has consolidated PT Multi Kontrol Nusantara (MKN), a company engaged in the field of information technology and telecommunications infrastructure as well as infrastructure support services. MKN has become one of contractors for Palapa Ring project, a project of Government of Indonesia to develop infrastructure network of telecommunication and internet across Indonesia.

Operational Performance of Manufacturing and Metal Fabrication and Construction Services by Segment

DESCRIPTION	UNIT	2019 TOTAL	2020			2020 / 2019		2021 TARGET
			TARGET	REALI- ZATION	% TO TARGET	DIFFERENCE	INCREASE / DECREASE (%)	
A. PRODUCTION VOLUME								
Automotive Components Manufacturing Segment								
Casting	Ton	21.441	27.785	11,706	42.1%	-9,735	-45.4%	17,890
Precision Machining	Piece	2.856.201	3.311.950	1,414,649	42.7%	-1,441,552	-50.5%	3,070,829
Building Material Manufacturing Segment								
Fiber Cement Roof	Metric Ton	1.087	1.465	835	57.0%	-252	-23.2%	417
Fiber Cement Board	Metric Ton	68	166	24	14.6%	-43	-64.2%	380
Metal Industry Manufacturing and Fabrication and Construction Services Segment								
Oil & Gas Steel Pipe	Ton	20.282	38.262	27,424	71.7%	7,142	35.2%	37,919
Non-Oil&Gas Steel Pipe	Ton	61.069	102.786	24,587	23.9%	-36,482	-59.7%	66,865
Steel Structure Fabrication - Non Oil & Gas	Ton	12.982	19.291	4,580	23.7%	-8,402	-64.7%	12,425
B. SALES VOLUME								
Automotive Components Manufacturing Segment								
Sales to OEM	Ton	14,179	21,271	6,964	32.7%	-7,215	-50.9%	11,835
Replacement Spare Parts Market	Ton	784	429	474	110.6%	-310	-39.5%	1,135
General Casting	Ton	3,448	3,823	3,202	83.8%	-246	-7.1%	3,425
Export	Ton	302	1,081	456	42.2%	154	50.9%	507
Building Material Manufacturing Segment								
Fiber Cement Roof	Metric Ton	954	1,465	942	64.3%	-12	-1.3%	417
Fiber Cement Board	Metric Ton	68	166	24	14.6%	-43	-64.2%	380
Metal Industry Manufacturing and Fabrication and Construction Services Segment								
Oil & Gas Steel Pipe	Ton	33,016	39,972	37,852	94.7%	4,836	14.6%	38,622
Non-Oil&Gas Steel Pipe	Ton	52,948	99,849	44,184	44.3%	-8,764	-16.6%	65,500
Trading of Steel Products	Ton	9,785	2,000	16,766	838.3%	6,981	71.3%	2,000
Steel Structure Fabrication - Non Oil & Gas	Ton	8,626	13,437	5,036	37.5%	-3,590	-41.6%	11,296

Net Sales of Manufacturing and Metal Fabrication and Construction Services by Segment

DESCRIPTION	UNIT	2019 TOTAL	2020			2020 / 2019		2021 TARGET
			TARGET	REALI- ZATION	% TO TARGET	DIFFERENCE	INCREASE / DECREASE (%)	
Automotive Components Manufacturing Segment								
Sales to OEM	Rp mio	591,634	1,672,223	276,954	16.6%	-314,680	-53.2%	1,249,530
Replacement Spare Parts Market	Rp mio	16,900	10,000	10,280	102.8%	-6,620	-39.2%	25,975
General Casting	Rp mio	81,756	92,535	63,173	68.3%	-18,583	-22.7%	78,044
Export	Rp mio	8,292	24,840	13,722	55.2%	5,430	65.5%	14,437
Building Material Manufacturing Segment								
Fiber Cement Roof	Rp mio	107,942	352,114	117,489	33.4%	9,547	8.8%	44,576
Fiber Cement Board	Rp mio	6,114	55,999	2,200	3.9%	-3,914	-64.0%	38,565
Metal Industry Manufacturing and Fabrication and Construction Services Segment								
Oil & Gas Steel Pipe	Rp mio	867,353	799,736	733,847	91.8%	-133,506	-15.4%	832,449
Non-Oil & Gas Steel Pipe	Rp mio	791,747	1,392,718	615,897	44.2%	-175,850	-22.2%	1,028,590
Trading of Steel Products	Rp mio	74,301	5,760	139,242	2417.4%	64,941	87.4%	5,840
Steel Structure Fabrication - Oil & Gas	Rp mio	53,234	469,941	10,697	2.3%	-42,537	-79.9%	297,500
Steel Structure Fabrication - Non Oil & Gas	Rp mio	310,196	413,150	154,663	37.4%	-155,533	-50.1%	295,083
Jasa EPC	Rp mio	0	0	0	0.0%	0	0.0%	0
Infrastructure Segment								
Telecommunica- tion Infrastructure	Rp mio	100,178	117,609	117,064	99.5%	16,886	16.9%	118,358
Infrastructure Support Services	Rp mio	152,771	187,767	160,287	85.4%	7,516	4.9%	161,882

TRADING, SERVICES AND INVESTMENT SEGMENT

The Company also earns revenues from Trading, Services and Investment Segment which comprise of trading of fuel, management and consultation services and making investment in other companies in the form of equity participation, establish or acquire stocks of other companies both directly and indirectly, trading marketable securities and other investment activities.

In 2020 Trading, Services and Investment segment contributes 0.8% of the Company's total revenue, or Rp 18.45 billion. The majority of that sum was contributed by investment activities.

REVIEW OF FINANCIAL PERFORMANCE

Net Revenues

In 2020 the Company booked total net revenues of Rp 2.45 trillion, or decreased by 24.1% compared to net revenues of 2019.

Manufacturing and infrastructure sector recorded 18.6% decrease of net revenues, this was mainly due to delay of long term contracts awarded to BNBR subsidiaries, in particular Bakrie Pipe Industries, so that revenue can not be maintained.

While trading, services and investment sector net revenues decreased by 77.3% because there was no sale of investment in shares traded in 2020.

Net Revenues by Operating Segment

DESCRIPTION	UNIT	2019		2020 / 2019		2020 / 2019	
		TOTAL	% TO TOTAL SALES	TOTAL	% TO TOTAL SALES	DIFFERENCE	INCREASE / DECREASE (%)
Manufacturing and Infrastructure	Rp mio	2,791,013	86.3%	2,271,136	92.5%	-519,877	-18.6%
Trading, Services and Investment	Rp mio	363,431	11.2%	165,360	6.7%	-198,071	-54.5%
Fabrication and Construction Services	Rp mio	81,233	2.5%	18,451	0.8%	-62,782	-77.3%
CONSOLIDATED	RP MIO	3,235,677	100.0%	2,454,947	100.0%	-780,730	-24.1%

Cost of Revenues

In 2020 the Company recorded a decrease of cost of revenues at 13.6%, resulting in a total of Rp 2.21 trillion compared to 2019 total cost of revenues of Rp 2.56 trillion.

Cost of revenues for manufacturing and infrastructure segment decreased by Rp 202.32 billion, this was inline with the decrease of demand for products of Company's manufacturing subsidiaries.

Major decrease of cost of revenues in infrastructure and manufacturing segment was for provision of raw materials, which decreased by Rp 400.58 billion in 2020. This was due to decreasing number of projects handled by BPI.

While in the trading, services and investment segment decrease of cost of revenues was caused by lessening of activities in the services sector.

Detailed cost of revenues by operating segment were as follows:

Cost of Revenues by Operating Segment

DESCRIPTION	UNIT	2019 TOTAL	2020 TOTAL	2020/2019	
				DIFFERENCE	INCREASE / DECREASE (%)
INFRASTRUCTURE AND MANUFACTURING					
Raw material	Rp mio	1,358,946	958,364	-400,582	-29.5%
Direct Labor	Rp mio	94,475	79,296	-15,179	-16.1%
Overhead	Rp mio	718,387	789,918	71,531	10.0%
TOTAL PRODUCTION COSTS	RP MIO	2,171,808	1,827,578	-344,230	-15.8%
Work in process - Beginning	Rp mio	120,125	60,052	-60,073	-50.0%
Work in process - Ending	Rp mio	-60,052	-40,993	19,059	-31.7%
Finished goods - Beginning	Rp mio	497,046	464,526	-32,520	-6.5%
Finished goods - Ending	Rp mio	-464,526	-249,078	215,448	-46.4%
TOTAL INFRASTRUCTURE AND MANUFACTURING	RP MIO	2,264,401	2,062,085	-202,316	-8.9%
TRADING, SERVICES AND INVESTMENT					
Service and installation costs	1.292	59	-1,233	-95,4%	-96.9%
FABRICATION AND CONSTRUCTION SERVICES					
Raw material	Rp mio	86,803	62,436	-24,367	-28.1%
Subcontractors	Rp mio	68,405	21,675	-46,730	-68.3%
Direct Labor	Rp mio	82,433	40,428	-42,005	-51.0%
Others	Rp mio	54,086	22,337	-31,749	-58.7%
TOTAL COST OF REVENUES	RP MIO	2,557,420	2,209,020	-348,400	-13.6%

Selling, General and Administrative Expenses

In 2020 the Company booked decrease of selling, general and administrative expenses as much as 2.9%, decreased to Rp 525.03 billion compared to 2019 total of Rp 540.59 billion.

The largest decrease occurred in personnel expenses, which declined by Rp 17.65 billion due to the efficiency of reducing employees and cutting employee salaries as a result of the COVID-19 pandemic. The decrease in personnel and selling expenses was offset by an increase in general and administrative expenses which, among others, was caused by fund allocations for the COVID-19 pandemic handling within the Company.

Selling, General and Administrative Expenses

DESCRIPTION	UNIT	2019 TOTAL	2020 TOTAL	2020/2019	
				DIFFERENCE	INCREASE / DECREASE (%)
Selling expenses	Rp mio	121,718	111,990	-9,728	-8.0%
Personnel expenses	Rp mio	261,789	244,136	-17,653	-6.7%
General and administrative expenses	Rp mio	157,081	168,905	11,824	7.5%
TOTAL SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	RP MIO	540,588	525,031	-15,557	-2.9%

Operating Income / (Loss)

In 2020 the Company recorded operating loss as much as Rp 279.10 billion, a significant decreased if compared to 2019 total operating profit of Rp 137.67 billion.

Other Income (Expenses)

In 2020 the Company booked expenses other as much as Rp 648.20 billion, inversely proportional if compared to other income recorded in 2019 totaling at Rp 743.86 billion.

The recording of other expense was mainly due to the loss on fair value of investment and Interest and financial charges totaling at Rp 559.56 billion in 2020.

Other Income/(Expenses)

DESCRIPTION	UNIT	2019 TOTAL	2020 TOTAL	2020/2019	
				DIFFERENCE	INCREASE / DECREASE (%)
Share in net income (loss) of associated and jointly controlled entities	Rp mio	758,870	0	-758,870	-100.0%
Gain (loss) on foreign exchange - net	Rp mio	90,130	-29,731	-119,861	-133.0%
Interest income	Rp mio	34,124	13,995	-20,129	-59.0%
Gain on sale of fixed assets	Rp mio	1,747	28,582	26,835	1536.1%
Interest and financial expenses	Rp mio	-175,103	-163,723	11,380	-6.5%
Musyarakah sharing expense	Rp mio	-5,774	-4,298	1,476	-25.6%
Fair value changes of derivatives - net	Rp mio	-5,545	-81	5,464	-98.5%
Murabahah Expense	Rp mio	-2,246	-1,100	1,146	-51.0%
Loss on fair value of investment	Rp mio	0	-395,835	-395,835	0.0%
Loss on fair value of investment	Rp mio	0	-56,093	-56,093	0.0%
Others	Rp mio	47,652	-39,918	-87,570	-183.8%
TOTAL OTHER EXPENSES	RP MIO	743,855	-648,202	-1,392,057	-187.1%

Profit (Loss) Before Income Tax Benefit (Expense)

The company booked expense before loss tax expense amounted to Rp 927.31 billion in 2020, a significant decline if compared to income before income tax profit amounted to Rp 881.52 billion in 2019.

Income Tax Benefit/(Expense)

The company booked income tax expense amounted to Rp 3.02 billion in 2020, decrease if compared to the account in 2019 which totaled at Rp 18.25 billion. This was inline with decrease of Company's benefit of deferred tax in 2020.

Income Tax Expense

DESCRIPTION	UNIT	2019 TOTAL	2020 TOTAL	2020/2019	
				DIFFERENCE	INCREASE / DECREASE (%)
Current tax	Rp mio	-58,427	-14,277	44,150	-75.6%
Deferred tax	Rp mio	40,173	11,258	-28,915	-72.0%
TOTAL INCOME TAX EXPENSE - NET		-18,254	-3,019	15,235	-83.5%

Net Income (Loss)

The company booked a net loss of Rp 930.33 billion in 2020, a major decrease if compared to net income of Rp 863.27 billion recorded in 2019.

Other Comprehensive Income (Loss)

Other comprehensive incomes (expenses) consist of incomes and expenses which are not recognized in comprehensive income (loss) statement but affected equity, thus recorded as a component of equity. Other comprehensive income (loss) is divided into two posts, namely posts that will be reclassified as profit (loss) and posts that will not be reclassified as profit (loss). The Company has balance of other comprehensive incomes as required by Financial Accounting Standard (FAS).

The Company's other comprehensive incomes (loss)

consist of share in other comprehensive income of associated and jointly controlled entities, realized gain on available-for-sale securities, exchange rate differences due to financial statements translation, available-for-sale financial asset, remeasurement of defined benefit pension plan, and income tax on items in other comprehensive income. The Company recorded other comprehensive income in 2020 as much as Rp 146.23 billion, an improvement if compared to other comprehensive loss recorded in 2019 as much as Rp 77.56 billion.

The Company booked other comprehensive income mainly due to exchange differences due to financial statement translation totaling at Rp 104.61 billion and remeasurement of defined benefit pension plan totaling at Rp 11.68 billion

Other Comprehensive Income (Loss)

DESCRIPTION	UNIT	2019 TOTAL	2020 TOTAL	2020/2019	
				DIFFERENCE	INCREASE / DECREASE (%)
ITEMS THAT WILL BE SUBSEQUENTLY RECLASSIFIED TO PROFIT OR LOSS:					
Exchange differences due to financial statement translation	Rp mio	-84,607	140,608	225,215	-266.2%
Net change in fair value of available-for-sale financial asset	Rp mio	-224	411	635	-283.5%
Share in other comprehensive income of associated and jointly controlled entities	Rp mio	-29,804	0	29,804	-100.0%
ITEMS THAT WILL NOT BE RECLASSIFIED TO PROFIT OR LOSS:					
Remeasurement of defined benefit pension plan	Rp mio	47,658	11,637	-36,021	-75.6%
Income tax on items in other comprehensive income	Rp mio	-10,588	-6,425	4,163	-39.3%
OTHER COMPREHENSIVE INCOME - NET OF TAX	RP MIO	-77,565	146,231	223,796	-288.5%

Total Net Comprehensive Income (Loss) Attributable to Owners of Parent and Non-Controlling Interest

Upon the calculation of profit/loss, then, in 2020 the Company recorded the net comprehensive loss attributable to Owner of Parent and Non-Controlling Interest in the amount of Rp 784.10 billion.

Sorotan Neraca

DESCRIPTION	UNIT	2019 TOTAL	2020 TOTAL	2020/2019	
				DIFFERENCE	INCREASE / DECREASE (%)
Current Assets	Rp mio	11,259,202	10,599,635	-659,567	-5.9%
Non-Current Assets	Rp mio	3,105,336	3,392,151	286,815	9.2%
Total Assets	Rp mio	14,364,538	13,991,786	-372,752	-2.6%
Short Term Liabilities	Rp mio	11,115,243	11,853,421	738,178	6.6%
Long Term Liabilities	Rp mio	894,617	693,678	-200,939	-22.5%
Total Liabilities	Rp mio	12,009,860	12,547,099	537,239	4.5%

Current Assets

In 2020 the Company recorded Rp 10.56 trillion of current assets, a decrease compared to Rp 11.26 trillion in 2019. This was mainly due to decrease of short term investment placed in Fitzroy Offshore Ltd, further elaboration regarding this transaction is discussed in sub chapter Information for Investors in the Good Corporate Governance of this Annual Report.

Non-Current Assets

The Company recorded 9.2% increase of non-current assets to Rp 3.39 trillion in 2020 compared to Rp 3.10 trillion in 2019. Largest increase was contributed by other long term investment which increased by Rp 729.65 billion.

Total Assets

In 2020 the Company booked total assets amounted to Rp 13.99 trillion, a decrease if compared to Rp 14.36 trillion recorded in 2019. The decrease in current assets is offset by an increase in non-current assets as described above.

**Short-Term Liabilities**

In 2020 total short-term liabilities of the Company increased by 6.6% compared to 2019, from Rp 11.12 trillion in 2019 to Rp 11.85 trillion in 2020 due to the increase in current year of derivative liabilities to Glencore and increase of accrued expenses.

Long-Term Liabilities

In 2020 the Company recorded long-term liabilities amounted to Rp 693.68 billion, decreased by 22.5% from Rp 894.62 billion in 2019 due to partial settlement of long-term obligations.

Total Liabilities

In 2020 total liabilities of the Company increased by 4.5% from Rp 12.01 trillion in 2019 to Rp 12.55 trillion in 2020 which is caused by an increase in short-term derivative liabilities.

Total Equity

The Company total equity was Rp 1.44 trillion in 2020, decreased by 38.6% compared to 2019 equity which amounted to Rp 2.36 trillion. This decrease was caused by loss current year due to decreasing of fair value of investment, interest and financial charge, decreasing value of fixed assets, forex loss and impact of retroactively applying PSAK 71 totaling at Rp 1.055 trillion in 2020.

Total Equity

DESCRIPTION	UNIT	2019 TOTAL	2020 TOTAL	2020/2019	
				DIFFERENCE	INCREASE / DECREASE (%)
Equity attributable to owners of the Parent	Rp mio	14,235,002	14,235,002	0	0.0%
Additional paid-in capital - netto	Rp mio	-2,504,322	-2,504,322	0	0.0%
Mandatory convertible bonds	Rp mio	9,440,986	9,440,986	0	0.0%
Other capital reserves	Rp mio	216,589	367,042	150,453	69.5%
Deficit (Deficit of Rp27.7 trillion as of June 30, 2011 was eliminated in connection with quasi-reorganization)	Rp mio	-19,042,966	-20,098,328	-1,055,362	5.5%
Sub-total	Rp mio	2,345,289	1,440,380	-904,909	-38.6%
Non-controlling Interest	Rp mio	9,389	4,307	-5,082	-54.1%
TOTAL (DEFFICIENCY) EQUITY	RP MIO	2,354,678	1,444,687	-909,991	-38.6%

Cash Flows

During 2020 Company's operational activities experienced a decrease in cash receipts from customers if compared with 2019, therefore the Company recorded net cash flow used in operating activities in 2020 totaling at Rp 18.76 billion, the changes was significant if compared to net cash flow provided by operating activities in 2019 which amounted to Rp 347.81 billion.

Cash flow used in investing activities during 2020 was as much as Rp 54.00 billion, a decrease compared to cash flow used in investing activities during 2019 which amounted to Rp 66.11 billion. Cash flow used in investing activities decreased because Company's payments for acquisition of fixed assets decrease and receipts from sale of fixed assets increase. In 2020, the Company also did not make any acquisition of investments other than focus on capital goods expenses.

Net cash provided by financing activities during 2020 was as much as Rp 24.91 billion, in 2019 the Company recorded cash used in financing activities as much as Rp 273.20 billion.

Arus Kas

DESCRIPTION	UNIT	2019 TOTAL	2020 TOTAL	2020/2019	
				DIFFERENCE	INCREASE / DECREASE (%)
Net Cash Flows Provided from (Used in) Operating Activities	Rp mio	347,812	-18,764	-366,576	-105.4%
Net Cash Flows Provided by (Used in) Investing Activities	Rp mio	-66,106	-53,995	12,111	-18.3%
Net Cash Flows Provided by (Used in) Financing Activities	Rp mio	-273,201	24,908	298,109	-109.1%
Effect of exchange rate changes on cash and cash equivalent	Rp mio	-1,205	4,686	5,891	-488.9%
Cash and Cash equivalent at beginning of year	Rp mio	118,877	126,177	7,300	6.1%
Cash and Cash Equivalents at End of Year	Rp mio	126,177	83,012	-43,165	-34.2%

LIABILITIES SERVICING AND RECEIVABLES COLLECTABILITY

Liabilities Servicing (Solvency)

The Company's solvency can be analyzed by three relevant financial ratios – solvency ratio, liquidity ratio, and collectability ratio, as detailed in the following tables.

Solvability

DESCRIPTION	UNIT	2019 TOTAL	2020 TOTAL	2020/2019	
				DIFFERENCE	INCREASE / DECREASE (%)
Total Liabilities to Equity Ratio	Multiple	5.10	8.68	3.58	70.3%
Total Liabilities to EBITDA Ratio	Multiple	31.65	-308.63	-340.28	-1075.3%
EBITDA to Interest Expense Ratio	Multiple	-2.07	0.24	2.31	-111.6%
Total Liabilities to Total Assets Ratio	Multiple	0.84	0.90	0.06	7.3%

Receivables Collectability

Company collecting period was longer in 2020, which was 281 days compared to 251 days in 2019. Account receivables turnover also declined to 1.28 in 2020 compared to 1.43 in 2019.

Kolektabilitas

DESCRIPTION	UNIT	2018 TOTAL	2019 TOTAL
Collection Period	Day	251	281
Account Receivables Turnover	Multiple	1.43	1.28

CAPITAL STRUCTURE AND CAPITAL STRUCTURE POLICY

The Company's capital structure in 2020 consisted of 89.7% liabilities and 10.3% equity. The Company's liabilities were mainly used to increase the Company's funding needs in financing the business development activities and working capital needs.

The Company's equity was entirely used to finance business development activities and to cover business risks. The Company's equity in has rebounded to positive equity since 2018 as a result of debt restructuring efforts carried out since 2016.

Capital Structure

DESCRIPTION	UNIT	2019		2020	
		TOTAL	% TO ASSETS	TOTAL	% TO ASSETS
Short-Term Liabilities	Rp mio	11,115,243	77.38%	11,853,421	84.72%
Long-Term Liabilities	Rp mio	894,617	6.23%	693,678	4.96%
Total Liabilities	Rp mio	12,009,860	83.61%	12,547,099	89.67%
Equity	Rp mio	2,354,678	16.39%	1,444,687	10.33%
TOTAL LIABILITIES AND EQUITY	RP MIO	14,364,538	100.00%	13,991,786	100.00%

Capital Structure Policy

The Company established the policies of capital structure with a view to preserving the balance between the use of the composition of equity to loan / debt consists of short-term debt and long-term debt in order to maximize the value of the Company. The Company seeks to maintain capital structure to fit or do not exceed the financial covenant as required by loan agreement with the creditors.

The Company's capital structure policies which are implemented are:

- Capital structure should be able to balance financial risk with the rate of return to enhance the value of the Company, by:
 - Taking into account the use of scale and structure of debts that bear financial obligations (interest rate) and affect the liquidity of the Company.
 - Optimizing return of equity to increase earnings per share.
- The capital structure is reviewed by evaluating the relationship between financial leverage, the value of the company, and cost of capital in order to achieve financial trade-off that can be justified.
- Capital structure needs to be optimized by managing the combination of debt and equity that maximizes the value of the Company.

MATERIAL COMMITMENT FOR CAPITAL EXPENDITURE

There was no material commitment for capital investment in 2020.

CAPITAL EXPENDITURE

The investment policy of BNBR and its subsidiaries focuses on business sustainability and achievement of company's long term plan.

In 2020 BNBR and its subsidiaries spent of Rp 132.78 billion for capital expenditure which comprised of land dan buildings improvements of Rp 6.1 billion, machinery and equipment of Rp 38.2 billion, transportation equipment of Rp 8.8 billion, communication equipment of Rp 36.6 billion, office furniture and fixture of Rp 1.9 billion, and construction in progress of Rp 41.2 billion.

2020 COMPANY'S TARGET COMPARED TO ACTUAL PERFORMANCE

Achievement of 2020 target was also monitored through average selling price and infrastructure projects completion as described in the following tables.

Average Selling Price

DESCRIPTION	UNIT	2019 TOTAL	2020			2020 / 2019		2021 TARGET
			TARGET	PRICE REALIZA- TION	% TO TARGET	DIF- FERENCE	INCREASE / DECREASE (%)	
AVERAGE SELLING PRICE								
Automotive Components Manufacturing Segment								
Sales to OEM	Rp '000/ton	41,725	78,614	39,770	50.6%	-1.955	-4.7%	105,576
Replacement Spare Parts Market	Rp '000/ton	21,553	23,313	21,669	92.9%	115	0.5%	22,893
General Casting	Rp '000/ton	23,711	24,206	19,731	81.5%	-3.981	-16.8%	22,786
Export	Rp '000/ton	27,456	22,979	30,112	131.0%	2.656	9.7%	28,487

DESCRIPTION	UNIT	2019 TOTAL	2020			2020 / 2019		2021 TARGET
			TARGET	PRICE REALIZA- TION	% TO TARGET	DIF- FERENCE	INCREASE / DECREASE (%)	
Building Material Manufacturing Segment								
Fiber Cement Roof	Rp '000/ stdm	16.131	19,620	19,188	97.8%	3,057	19.0%	16,457
Fiber Cement Board	Rp '000/ stdm	15.314	17,240	15,107	87.6%	-206	-1.3%	16,846
Metal Industry Manufacturing Segment								
Oil & Gas Steel Pipe	Rp '000/ton	26.271	20,007	19,387	96.9%	-6,884	-26.2%	21,554
Non-Oil & Gas Steel Pipe	Rp '000/ton	14.953	13,948	13,939	99.9%	-1,014	-6.8%	15,704
Trading of Steel Products	Rp '000/ton	7.594	2,880	8,305	288.4%	711	9.4%	2,920

Infrastructure Projects Completion

DESCRIPTION	COMPLETION STAGE		
	2019	2020	TARGET 2021
Steam Power Plant 2 x 660 MW Tanjung Jati A	Business Viability Guarantee Letter (BVGL) from the Government of Indonesia has been obtained, total area of 239 Ha in Cirebon has been cleared for the project and EPC contractor has been appointed.	Construction of the 500kV tower insert for connection to the PLN grid went according to schedule.	Completion of financial closing.
Cimanggis-Cibitung Toll Road 26.4 km	Continue constructing section 1A, phase II construction has reached 72% completion and 82% land clearance.	Section 1A has started operation on November 2020, phase II construction has reached 72% completion and 82% land clearance.	Completion of phase II construction and remaining land clearance.
Kalija Gas Pipeline	Continue normal pipeline operation according to GTA.	Proper maintenance of pipeline phase 1 and implementation of feasibility study of supply and demand of pipeline phase 2.	Proper maintenance of phase 1 pipeline and obtaining Gas Transportation Agreement for phase 2 pipeline.

MATERIAL EVENT AND INFORMATION SUBSEQUENT TO THE ACCOUNTANT'S REPORTING DATE

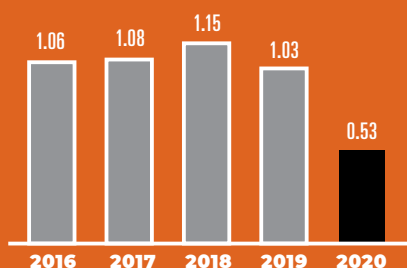
There is no important transaction after the reporting date until the completion date of the consolidated financial statements.

COMPANY'S BUSINESS PROSPECT

The majority of macroeconomic indicators throughout 2020 made BNBR and its business units take various innovation efforts to maintain business sustainability.

BAKRIE AUTOPARTS

DOMESTIC CAR SALES



Car sales in Indonesia increased to 0.53 million units in 2020 with sales composition of 73% passenger vehicle segment and 27% commercial vehicle segment.

Source: Gaikindo

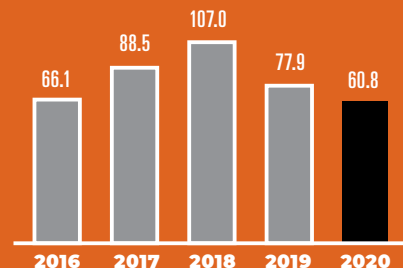
CPO PRICE



Crude Palm Oil (CPO) price experienced an increase in 2020 due to shortfalls of CPO production.

Source: World Bank

COAL PRICE-AUSTRALIA



Coal prices have declined sharply with the increasing emphasis of transition toward natural gas and renewables energy to generate electricity during COVID-19 pandemic.

Source: World Bank

Bakrie Autoparts (BA) main sales are components for commercial vehicle, which contributed up to 88% of total sales tonnage in 2020. BA has been trusted as component supplier for two major OEM in Indonesia, namely Mitsubishi and Hino. This reinforced BA's performance in commercial vehicle segment.

Commodity market which has been the backbone of commercial vehicle segment has experienced a downright trend in 2019 and was further hit by the COVID-19 pandemic in 2020. This was also reflected in BA's sales achievement during 2020 which fell by 48%, however BA ensures the continuity of their business by maintaining quality and by diversifying its product portfolios with increasing complexity and have high selling prices, as well as continuing its effort to tap into passenger vehicle and aftersales market.

Other than that BA will also boost its sales in non-automotive segment (general casting) in the coming years. BA's current customer profile has also include various agricultural and heavy equipment producers, right now BA is actively prospecting partnership with other producers in order to expand this market segment.

Since 2018 BA initiated electric vehicle development in the form of bus through its cooperation with BYD Auto Co. Ltd (BYD), a world renowned electric vehicle company from China which products have been used in over 200 cities and 50 countries across the globe.

This cooperation was established through signing of memorandum of understanding on April 13, 2018 in Beijing as witnessed by Coordinating Minister of Maritime Affairs of Republic of Indonesia. This cooperation is further strengthened by the signing of a cooperation agreement between BA and BYD to handle the Trans Jakarta project on January 21, 2019.

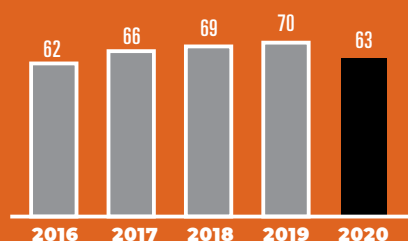
BA planned to develop a new business as environmentally friendly transportation solution provider through deployment of electric buses in various cities in Indonesia with technological support from BYD; BA will also gradually increase the local content of the electric buses.

This business expansion of BA in the electric vehicle sector was intended to create a new market for BA products by utilizing recent technology development and the global automotive industry trend which currently shifts its focus on electric vehicle development.

BA has participated and passed in trial of electric bus providers with PT Transportasi Jakarta (TransJakarta) in the period of July, 6 until October, 6 2020, making BA's electric bus the first one to fulfill all technical requirements of TransJakarta.

BAKRIE BUILDING INDUSTRIES

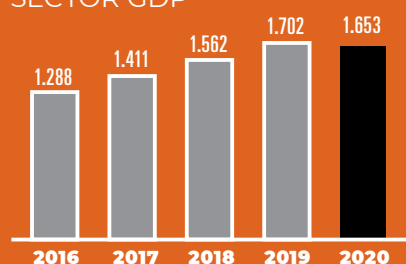
NATIONAL CEMENT CONSUMPTION



National cement consumption decreased in 2020 due to weak domestic demand throughout 2020 which was partly caused by the COVID-19 pandemic condition.

Source: Indonesia Cement Association

CONSTRUCTION SECTOR GDP



Growth in the construction sector GDP decreased in 2020 to Rp 1,653 trillion compared to the previous year value of Rp 1,702 trillion.

Source: BPS

OUTSTANDING OF HOUSING OWNERSHIP LOAN



Disbursement of Housing Ownership Loan (KPR) is predicted will increase in 2021 after a slight growth in 2020, in line with the restoration of people's purchasing power and supported by fiscal stimulus from the Government of Indonesia

Source: Bank Indonesia

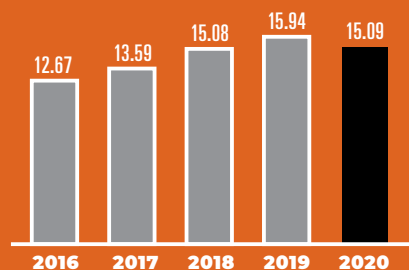
Since 2018 BBI carried out endeavor to explore new business lines by utilizing recent development in technology sector, while still rooted to its background as building material producer. There are two new business lines currently being developed by BBI, the first one is provider of prefab houses, and the second one is logistic and distribution services provider, both lines are expansion of BBI business process all this time.

Prefab houses are houses built in modules through production of the houses components prior to construction process, resulting in a much shorter construction time compared to conventional houses. Application of technology will be performed to development of digital platform which will ease customers of BBI in selecting and modifying their houses design according to their taste and budget based on options of prefab house components produced by BBI.

Through its subsidiary, PT Bangun Bantala Indonesia (Bantala), BBI is also developing its logistic and distribution business line. Bantala will continue to expand its logistic business through business-to-business service and rely on 4PL platform which will be developed together with its affiliated company. In which case, Bantala is expected to provide a more optimal service and at a more efficient cost. In addition, it will also encourage Bantala to reach a wider market in Indonesia's building material trading sector.

Currently, logistic costs in Indonesia reach up to 24% of GDP, higher than other ASEAN countries such as Malaysia, where logistic costs are only 13% of GDP.¹ The whole supply chain industry market value in Indonesia is expected to grow from US\$ 220 billion in 2020 to as much as US\$ 350 billion in 2026, this accounts for 7.9% Compounded Annual Growth Rate (CAGR) until 2026.²

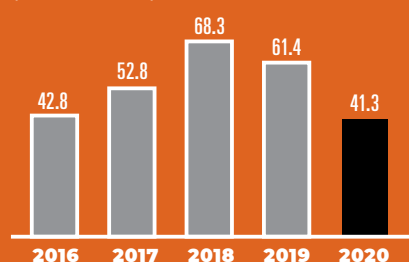
NATIONAL STEEL CONSUMPTION



National steel consumption decrease to 15.1 million tons in 2020.³

Source: SEAISI, IISIA

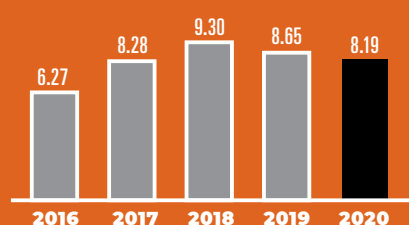
CRUDE OIL PRICE (AVERAGE)



Hot Rolled Coil steel prices are predicted to be sloped along with the high production and inventory of producers.

Source: World Bank

HOT ROLLED COIL PRICE



The price of crude oil has declined in line with slowing global demand for oil.

Source: Krakatau Steel

BAKRIE METAL INDUSTRIES

BMI businesses that are related to oil & gas industry such as oil & gas pipes and offshore construction experienced a steep decline since 2017. Although crude oil price has shown its recovery in 2019, however the recovery rate was put on halt in 2019 and further slumped in of 2020 as a result of COVID-19 pandemic. In light of this forecast BMI continued its plan to expand its non-oil & gas business.

In the near future BMI will focus on expanding its EPC segment and taking part in the numerous infrastructure development project planned by the Government of Indonesia.

As for Bakrie Pipe Industries (BPI), BMI's subsidiaries that produces steel pipes, it will strengthen its position in the non-oil & gas market by expanding its production capacity of general pipes; BPI has also started tapping into new market by producing electric poles for State Electricity Company (PLN) needs. BPI also continued its effort to increase operating margin by establishing pipe coating facility in its factory area.

BAKRIE INDO IN-FRASTRUC-TURE

Infrastructure development in the period 2020-2024 will be focused on three main frameworks (Basic Service Infrastructure, Economic Infrastructure, and Urban Infrastructure) which supported by the development of energy and electricity as well as the implementation of digital transformation.

Electrification ratio in 2020 is 98.89%.⁵ In order to achieve it the Government has announce accelerated development program of 35,000 MW, Private sector participation is expected higher than the Government. Based on RUPTL PLN 2020-2028, PLN beliefs that can develop 29% from the total capacity of 35,000 MW, so the 71% are expected can be built by Private Sector, or equivalent with 24,8 GW. In addition the Government has also opened a wider participation opportunity for private sector that previously has build and operate power plant, especially considering that in 2020 operating power plants have only reached 8% or 2,899 MW.

The Company through its subsidiary, Bakrie Power (BP), has a considerably large prospect

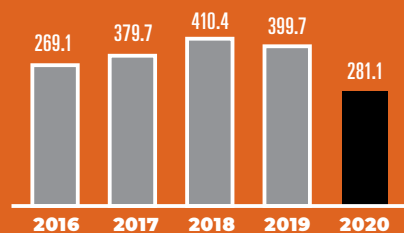
to further develop the capacity of PLTU Jawa-3, or Tanjung Jati Power Plant (2 x 660 MW) which will soon enter its construction stage. Furthermore, BP will also participate in other tenders that are parts of the aforementioned Government project. BP has targeted to develop renewable energy (EBT) power plant, until currently BP has succeeded in developing solar power plant in Flores Timur, Alor, Maluku and Jakarta with total capacity of 735 KWp. This direction of BP business is in line with the initiative of Government of Indonesia which targeted 23% portion of renewable energy out of total energy mix in 2025.⁶

Meanwhile one of the connectivity targets in the National Medium-Term Development Plan (RPJMN) 2015 - 2020 is the development of 2,650 km new road, 1,000 toll road and 46,770 km existing road maintenance. In 2020 newly built road reached 3,843 km length and toll roads reached 1,298 km length.⁷ The Government has constructed a plans for general toll road network system, included in it were toll roads that are approved by the Minister as general guidance in constructing the toll road network; the authority of toll road management rests with the Government with several authorities comprising of regulating, managing and supervising of toll roads delegated to the Indonesia Toll Road Authority (Badan Pengatur Jalan Tol / BPJT). At the macro stage of toll road business the Government also provides opportunity for other non-Government and non-BPJT related Business Entity to propose toll road development initiative based on study of connectivity needs and business prospect as conducted by the aforementioned Business Entity.

The development of Information and Communication Technology which has largely been carried out in the 2015-2020 RPJMN is planned to be completed in the RPJMN 2020-2024 period. Efforts to improve digital connectivity were carried out through the Palapa Ring Project, in which PT Multi Kontrol Nusantara (MKN) was one of the implementers. Up to 2020, all regency and city capitals have been connected to the back bone broadband networks that were jointly developed by telecommunications operators as well as cooperation between Government and Business Entity through the aforementioned project. The Government is still targeting the fulfillment of the need for adequate access to information for at least 4,474 villages that have not been served with telecommunications and internet access.

Various business prospects that rise along with the Government's commitment to accelerate infrastructure development are captured by the Company through its subsidiary, Bakrie Indo Infrastructure (BIIN). With diversified assets portfolio, BIIN is positioned to develop, own and operate several lucrative and financially sound infrastructure projects in Indonesia. BIIN's short term projects are targeted at Indonesia's main development needs: toll road, electricity and gas pipe network. Currently BIIN has the rights to build and operate Kaliya gas pipeline stretching 550 km from East Kalimantan to South Kalimantan, which is set to realize after availability of natural gas resource in East Kalimantan is confirmed.

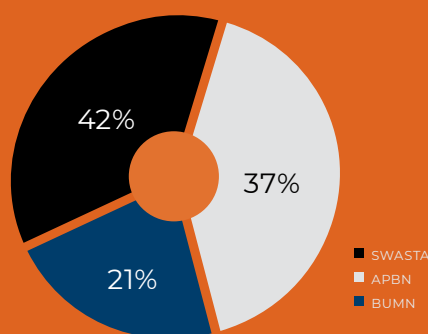
BELANJA INFRASTRUKTUR DALAM APBN



Funding needs to fulfil infrastructure development target in the period of 2020 - 2024 is predicted to reach Rp 6,421 trillion.⁴

Source: APBN 2020, Kementerian Keuangan

BELANJA INFRASTRUKTUR DALAM APBN



Private sector participation is put into budget by as much as 42% from the total investment requirement.

Source: RP JMN 2020-2024

1. Source: Ministry of Finance
2. Source: KEN Research
3. Source: Indonesian Iron and Steel Industry Association (IISIA)
4. Source: National Medium Term Development Plan 2020-2024
5. Source: Ministry of Energy and Mineral Resources
6. Source: PP No.79 year 2014
7. Source: Ministry of Public Works and Public Housing

MARKETING OF COMPANY'S PRODUCT AND SERVICE

Operating units of BNBR actively implement their marketing strategy in order to achieve target sales. In majority the marketing activity is carried out through two methods: Business-to-Business (B2B) and Business-to-Consumer (B2C).

B2B marketing is carried out by Bakrie Autoparts (BA) for products supplied to OEM (Original Equipment Manufacturer) and by Bakrie Metal Industries (BMI) for services in metal construction project and oil & gas products such as large diameter pipes. BA and BMI routinely maintain good relationship with their business partner and expand their network to create future collaboration. Bakrie Pipe Industries (BPI), a subsidiary of BMI, also offers steel pipe coating and quality testing service which marketing activity also carried out using B2B method.

B2C marketing is carried out by Bakrie Building Industries (BBI) for its products and by BPI for non-oil & gas products such as small diameter pipes. BBI has built strong relation with various distributors which sell BBI products in building materials retailers across Indonesia. BPI also cooperates with distributors in channeling its general purpose pipes to consumers all over Indonesia.

DIVIDEND POLICY

BNBR dividend policy is set in the Prospectus when the Company was conducting its Initial Public Offering (IPO), the policy is stated in the "Dividend" section, which states that BNBR will pay out dividends with respect to the financial condition and business development plans. The magnitude of the dividend payout ratio and/or the amount of the dividend per fiscal year is set by the General Meeting of Shareholders (GMS).

With due regard to the Capital Market and other prevailing law, the Company plans to pay cash dividends to its shareholder every year, without reducing the rights of the GMS to decide otherwise. Proposed policy of dividend payments to shareholders, whose names are listed on the Shareholders Registrar, is as follow:

NET PROFIT AFTER INCOME TAX	DIVIDEND PAYOUT RATIO
Rp 0 up to 250 billion	5 – 10%
Above Rp 250 billion	11 – 15%

Each of the listed companies, subsidiaries/business units and associated companies has their independent dividend policy.

Dividend Distribution

Referring to the Company's business plan for the coming fiscal year as well as the provisions of Article 70 and Article 71 of the Limited Liability Company and the requirements in BAPEPAM Circular Letter No. S-2057/PM/2003 which regulates, among others, usage of profit in the form of dividends can be done if the Company has positive retained earnings and total equity; therefore according to the decision of the Annual GMS in 2020 the usage of Company's profit of the fiscal year ended December 31, 2019 was decided as retained earnings. While for fiscal year ended December 31, 2020 will be decided in the coming Annual GMS in 2020.

EMPLOYEE SHARE OWNERSHIP PROGRAM / MANAGEMENT SHARE OWNERSHIP PROGRAM (ESOP/MSOP)

The Company currently does not have employee and/or management share ownership program (ESOP/MSOP).

REALIZATION OF INITIAL PUBLIC OFFERING (IPO) FUNDS

On August 28, 1989, the Company conducted an Initial Public Offering (IPO) of 2,850,000 shares at par value of Rp 1,000 per share. All of Company's shares were listed on Jakarta Stock Exchange (JSX), now known as Indonesia Stock Exchange (IDX). Since then until this reporting year the Company has never conducted the corporate action of offering shares to the public in order to raise funds.

MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, MERGER, ACQUISITION OR DEBT/CAPITAL RESTRUCTURING

Information on divestment as well as establishment and changes of share ownership in subsidiaries is disclosed by the Company in point number 1.c of Accompanying Notes to the Consolidated Financial Statement for fiscal year ended December 31, 2020.

INFORMATION ON MATERIAL TRANSACTION WHICH CONTAINS CONFLICT OF INTEREST AND/OR AFFILIATE TRANSACTION

In 2020 BNBR did not conduct any material transaction which contains conflict of interest and/or affiliate transaction.

RELATED PARTIES

Considering the multi-sector nature of the Company's business, sometimes the Company conducts transactions with related parties that provide services relevant to the Company's business activities.

Related parties are defined in accordance with Regulation of BAPEPAM-LK No. VIII.G.7 on Presentation and Disclosure of Financial Statements of Listed Companies or Public Companies, as an attachment to Decree of Chairman of BAPEPAM-LK Number Kep-347/BL/2012 dated June 25, 2012.

Detailed information on Transactions with Related Parties is disclosed by the Company

in point number 39 of Accompanying Notes to the Consolidated Audited Financial Statement for fiscal year ended December 31, 2020.

As result of the transactions with related parties, the Company has balance of assets and liabilities with respect to the transactions and recognized under the accounts of cash and cash equivalents, short-term investments, trade receivables, other liabilities, and long-term liabilities.

Types of Transactions and Balance of Transactions with Related Parties

Types of transactions with related parties are:

1. Key management compensation
2. Short-term investments
3. Trade receivables – related parties
In the sales activity, the payments for services and goods can be made within a certain period of time. The Company records the unsettled invoices under Trade Receivables – Related Parties.
4. Due from related parties
In the process of procurement of goods and services from related parties, sometime the Company may make payments within a certain period of time, which are recorded as due from related parties.
5. Receivables from Commissioners, Directors, and Employees
The Company and certain subsidiaries provide non-interest bearing loans for the purchase of houses and cars to directors and other employees.
6. Trade payables – related parties
7. Other payables to related parties
8. Due to related parties

The summary of balance and percentage of transactions with related parties compared to the respective types of transactions, including revenues, assets, liabilities, and others, as follows: (Complete information is disclosed in point number 39 of Accompanying Notes to the Consolidated Audited Financial Statement for fiscal year ended December 31, 2020).

Transaction with Related Parties

DESCRIPTION	UNIT	2019		2020 / 2019		2020 / 2019	
		TOTAL	% TO TOTAL SALES	TOTAL	% TO TOTAL SALES	DIF-FERENCE	INCREASE / DECREASE (%)
Key management compensation	Rp juta	71,331	2.20%	71,678	2.92%	347	0.49%

DESCRIPTION	UNIT	2019		2020 / 2019		2020 / 2019	
		TOTAL	% TO TOTAL SALES	TOTAL	% TO TOTAL SALES	DIF-FERENCE	INCREASE / DECREASE (%)
Short-term investments	Rp mio	10,756	0.07%	11,166	0.08%	410	3.81%
Trade receivables – related parties	Rp mio	8,996	0.06%	21,898	0.16%	12,902	143.42%
Due from related parties	Rp mio	282,778	1.97%	189,059	1.35%	-93,719	-33.14%
Receivable from Commissioners, Directors and Employees	Rp mio	316	0.00%	400	0.00%	84	26.58%

DESCRIPTION	UNIT	2019		2020 / 2019		2020 / 2019	
		TOTAL	% TO TOTAL SALES	TOTAL	% TO TOTAL SALES	DIF-FERENCE	INCREASE / DECREASE (%)
Trade payables – related parties	Rp mio	14,381	0.12%	14,917	0.12%	536	3.73%
Other payables – related parties	Rp mio	38,232	0.32%	39,427	0.31%	1,195	3.13%
Due to related parties	Rp mio	203,020	1.69%	78,010	0.62%	-125,010	-61.58%

CHANGES OF REGULATIONS

In 2020, there were some changes of regulations that impact the Company's performance today and in the future:

REGULATION		CONCERNING	EFFECT TO COMPANY
1	Law No.10 Year 2020	Stamp Duty	Neutral
2	Law No.11 Year 2020	Job Creation	Neutral
3	Government Regulation No. 49 Year 2020	Relaxation on Contributions to the Employment Social Security Program during the Non-natural Disaster of COVID-19 Pandemic	Positive
4	Government Regulation No. 21 Year 2020	Limitation of Large-Scale Social Interactions to Expedite Countermeasures Against COVID-19	Neutral
5	Government Regulation No.5 Year 2020	Trade Information System	Neutral

	REGULATION	CONCERNING	EFFECT TO COMPANY
6	Presidential Decree No.12 Year 2020	Stipulation of Corona Virus Disease 2019 (COVID-19) Non-natural Disaster as a national disaster	Neutral
7	Presidential Instruction No.6 Year 2020	Maintaining Self-Discipline and Law Enforcement of Health Protocols in the Prevention and Control of COVID-19	Neutral
8	Regulation of the Minister of Energy and Mineral Resources of the Republic of Indonesia No.3 Year 2020	Fourth Amendment on Regulation of the Minister of Energy and Mineral Resources No.28 Year 2016 concerning Tariff of Electricity Provided by the State-Owned Electricity Share Company (PLN Persero)	Neutral
9	Regulation of the Minister of Trade of the Republic of Indonesia No.3 Year 2020	Amendment on Regulation of the Minister of Trade No. 110 Year 2018 concerning Provisions on the Import of Iron or Steel, Alloy Steel, and their Derivative Products	Neutral
10	Regulation of the Minister of Trade of the Republic of Indonesia No.8 Year 2020	Electronically Integrated Business Licensing Service in the Trade Sector	Neutral
11	Regulation of the Minister of Trade of the Republic of Indonesia No.22s Year 2020	Integration of Electronic Business Licensing Services in the Trade Sector	Neutral
12	Regulation of the Minister of Trade of the Republic of Indonesia No.25 Year 2020	Annual Financial Report of Company	Neutral
13	Regulation of the Minister of Trade of the Republic of Indonesia No.12 Year 2020	Import Prohibited Goods	Neutral
14	Regulation of the Minister of Trade of the Republic of Indonesia No.28 Year 2020	Eighth Amendment on Regulation of the Minister of Trade No. 87 M-DAG/PER/10/2015 concerning Provisions of Import of Certain Goods	Neutral
15	Regulation of the Minister of Trade of the Republic of Indonesia No.64 Year 2020	Amendement on Regulation of the Minister of Trade No. 8 Year 2020 concerning Electronically Integrated Business Licensing Service in the Trade Sector	Neutral
16	Regulation of Minister of Labor of the Republic of Indonesia No.14 Year 2020	Guidelines for Government Aid Distribution in the Form of Salary/Wage Subsidies for Workers/Laborers in Handling the Impact of COVID-19	Positive
17	Law No. 21 Year 2020	Labor Union	Positive
18	Regulation of the Minister of Environment and Forestry No.4 Year 2020	Transportation of Hazardous and Toxic Waste	Neutral
19	Regulation of the Minister of Environment and Forestry No. 12 Year 2020	Storage of Hazardous and Toxic Waste	Neutral
20	Regulation of the Minister of Finance of the Republic of Indonesia No. 23/PMK.03 Year 2020	Tax Incentives for Taxpayer Impacted by the COVID-19 Pandemic	Positive
21	Regulation of the Minister of Energy and Mineral Resources of the Republic of Indonesia No.13 Year 2020	Provision of Electric Charging Infrastructure for Battery Electric Vehicles	Positive
22	Decree of the Governor of West Java No. 561/Kept.722-Yanbangsos/ Year 2020	Minimum Wage of Districts/Cities in the Area of West Java Province Year 2021	Neutral

	REGULATION	CONCERNING	EFFECT TO COMPANY
23	Regulation of the Governor of West Java No.27 Year 2020	Guidelines for Large Scale Social Restrictions in Handling COVID-19	Positive
24	Regulation of Indonesian Investment Coordinating Board No.1 Year 2020	Guidelines for Implementation of Electronically Integrated Business Licensing Service	Positive
25	Government Regulation No.22 Year 2020	Related to Construction Services Business in the Electricity Sub-sector	Neutral
26	Regulation of the Governor of Jakarta Capital Special Region No.33 Year 2020	Implementation of Large Scale Social Restrictions in Handling COVID-19 in the Jakarta Capital City Region Province	Positive
27	Regulation of the Governor of Jakarta Capital Special Region No.489 Year 2020	Extension of Implementation of Implementation of Large Scale Social Restrictions in Handling COVID-19 in the Jakarta Capital City Region Province	Positive

CHANGES OF ACCOUNTING POLICY

The Indonesian Institute of Accountants (IAI) has issued Financial Accounting Standards which are not yet effective for annual periods beginning January 1, 2021. However, earlier application is permitted.

The new and amendments of Statements of Financial Accounting Standards (PSAK) issued and effective for annual periods beginning on or after January 1, 2021 were as fo:

- Amendment to PSAK No. 22, "Business Combination" regarding Definition of a Business.
- PSAK No. 112, "Accounting for Wakaf (Endowments)."

The Group is evaluating the potential impact on the consolidated financial statements as a result of the adoption of such SAK.

MATERIAL INCREASES RELATED TO SALES VOLUME/NEW PRODUCTS

BNBR and its subsidiaries did not have any material increases related to sales volume and/or new products.

HUMAN CAPITAL MANAGEMENT





HUMAN CAPITAL MANAGEMENT

“The Company, which was previously better known for its management of short- and long-term assets through the expansion of its shareholding portfolio, is now focusing more on developing its business units operating in the real sector, manufacturing and infrastructure development. The Company is also pioneering a number of development programs in the real sector, as set out in the Corporate Development Strategy Initiative. This shift in focus represents the Company’s response to the increasingly favorable conditions in the real sector, especially in areas related to infrastructure development”.

In order to support the realization of these development programs, the Company has formulated a program to increase people competence and readiness, to be implemented in line with the Corporate Development Strategy Initiative. Considering the fact that people management, attitude changing and integrity and competence-building must be implemented sustainably, the Company has formulated integrated development and Human Capital (HC) management programs.

BNBR’s Human Capital programs in 2020 were carried out through a number of HC management and organization programs and initiatives, steered toward acceleration of achievement of business goals and targets. These programs and initiatives included review and development of organization design in line with the Company’s business model, HC planning and recruitment programs, leadership development programs and corporate culture development programs.

ORGANIZATIONAL REVIEW AND DEVELOPMENT

Alongside the current business development and dynamic, the Company continuously updates and regulates the organizational structure in order to make it more effective. An effective organizational structure is pivotal in promoting the Company’s vision, mission and business

targets among all parties within the Company.

The process of the Company’s organization review and development is carried out in view of its basic philosophy, placing organization productivity as the benchmark for success in tackling the competition, designing flexibility as the main key in responding to business changes and designing an organization that is able to meet all business needs now and in the future.

PERFORMANCE MANAGEMENT

Bakrie Performance Contract

As an integral part of BNBR’s HC management, the Company consistently applies an objective performance evaluation system, allowing all levels within the Company to move in the same direction and with the same commitment, thus ensuring stronger support in the attainment of the Company’s business goals.

BNBR consistently applies a performance evaluation system through the development of Key Performance Indicators (KPI), which form the basis of evaluation of the Company’s performance as well as the performance of individual employees. KPI also forms the benchmark for career development at all HR levels.

Specifically for employee performance evaluation,

the Company has formulated the Bakrie Performance Contract (BPC), an objective, tailored performance evaluation system designed to support employees in their attainment of previously set goals and targets. Through the BPC system, employee work processes and performance are monitored through Position Description, Objective Setting and Performance Review documents. Employee performance is evaluated by calculating KPI, weighted 80%, and Employee Competence, weighted 20%.

Reward Management

Based on the drive to develop a performance oriented work ethos and corporate culture, BNBR implements a remuneration scheme based on principles of “internally fair” and “external competitiveness”, as well as encouraging all employees to continuously increase productivity.

The Company also applies a reward and punishment policy as a commitment alongside all Company elements in the achievement of collectively decided objectives. High-achieving employees are given rewards, while employees who fail to reach their targets will be sanctioned proportionally.

HUMAN CAPITAL MANAGEMENT POLICIES

As a company focused on operations in manufacturing and infrastructure sector, BNBR always strives to improve HR Policy and Procedure (HRP). The Company has regulated Corporate HRP with policies on the following matters:

- Business Conduct
- Organization
- Recruitment and Selection
- Inter-department employee transfer
- Inter-company in Bakrie group employee transfer
- Performance Evaluation systems
- Training and Development
- Compensation and Allowances
- Industrial Relations

In order to anticipate business development in the short and long terms, especially with regards to the fulfillment of targets related to business development in manufacturing and infrastructure sector, the Company has formulated HC requirement plans, both in terms of people quantity and people quality, for the next five years.

EQUALITY OF CAREER OPPORTUNITIES

As part of its Corporate HC management policy, BNBR also implements a performance-oriented policy supported by remuneration and reward schemes designed to demonstrate recognition of positive performance among BNBR employees. In accordance with Law No. 13 year 2003 on Employment, the Company applies a minimum age limit of 18 years old. The Company offers equal opportunities for every person to be employed, receive training and develop their career according to their competencies and performance. The Company also provides equal opportunities for all employees to develop their career according to business area, qualifications and knowledge. Employees with the relevant qualifications for a certain post may apply and take a series of tests through internal selection. Vacancies are opened and advertised through internal Company media as well as external media, including certain daily newspaper.

EMPLOYEE RELATIONS

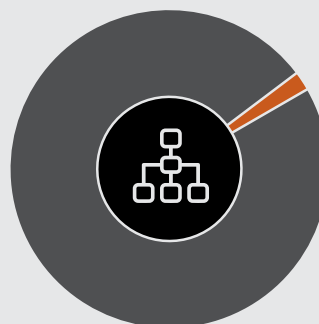
The Company believes that open and harmonious working relations and communication are a key factor to support increased efficiency in achieving optimal productivity and performance.

Improving communication and relations through integrated development begins with the socialization of work culture, Company business conduct, Company vision and mission, improve relation among employees, consistently applying Collective Labor Agreement (CLA) and developing relations with other parties through social and sport activities. Besides this, the Company also develops good relations with government agencies related to employment, as well as business associations and other human resource development agencies.

COMPANY HUMAN RESOURCES COMPOSITION

EMPLOYEE COMPOSITION BASED ON ORGANIZATION LEVEL

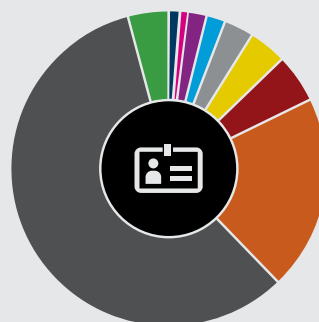
ORGANIZATIONAL LEVEL	2019	2020
Holding	58	63
Subsidiaries	3,122	2,858
TOTAL	3,180	2,921



■ Holding: 2,2%
■ Subsidiaries: 97,8%

EMPLOYEE COMPOSITION BASED ON POSITION

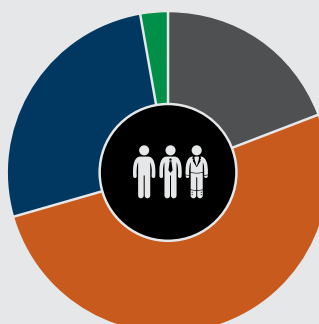
POSITION	2019	2020
Commissioner at Holding	4	3
Commissioner at Subsidiaries	2	1
Director at Holding	5	6
Director at Subsidiaries	18	11
VP/Senior Manager	81	80
Manager	117	108
Assistant Manager	133	123
Staff	663	624
Non-Staff	2,146	1,961
Management Trainee	11	4
Total	3,180	2,921



■ Commissioner at Holding: 0,1%
■ Commissioner at Subsidiaries: 0,03%
■ Director at Holding: 0,21%
■ Director at Subsidiaries: 0,38%
■ VP/Senior Manager: 2,74%
■ Manager: 3,7%
■ Assistant Manager: 4,21%
■ Staff: 21,36%
■ Non-Staff: 67,13%
■ Management Trainee: 0,14%

EMPLOYEE COMPOSITION BASED ON AGE GROUP

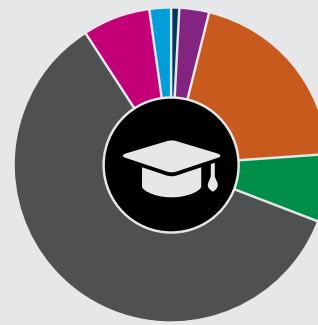
AGE	2019	2020
18 - 30 yo	755	561
31 - 45 yo	1,551	1,504
46 - 55 yo	816	781
> 55 yo	58	75
TOTAL	3,180	2,921



■ 18-30 yo: 19,2%
■ 31-45 yo: 51,5%
■ 46-55 yo: 26,7%
■ >55: 2,6%

EMPLOYEE COMPOSITION BASED ON **EDUCATION**

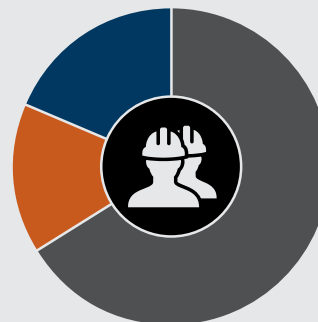
EDUCATION LEVEL	2019	2020
Doctoral Degree	5	2
Master Degree	87	74
Bachelor Degree	597	576
Diploma	230	200
SMA - Senior High School	2,033	1,840
SLTP - Junior High School	175	186
SD - Elementary School	53	43
TOTAL	3,180	2,921



- Doctoral Degree: 0,1%
- Master Degree: 2,5%
- Bachelor Degree: 19,7%
- Diploma: 6,8%
- SMA - Senior High School: 63%
- SLTP - Junior High School: 6,4%
- SD - Elementary School: 1,5%

EMPLOYEE COMPOSITION BASED ON **EMPLOYMENT STATUS**

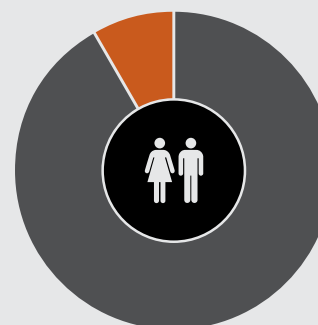
STATUS	2019	2020
Permanent	2,052	1,937
Direct Contract	681	444
Outsourcing	447	540
TOTAL	3,180	2,921



- Permanent: 66,3%
- Direct Contract: 15,2%
- Outsourcing: 18,5%

EMPLOYEE COMPOSITION BASED ON **GENDER**

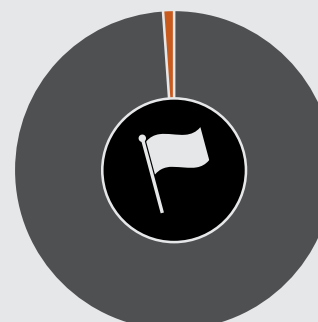
GENDER	2019	2020
Male	2,929	2,678
Female	251	243
TOTAL	3,180	2,921



- Female: 8,3%
- Male: 91,7%

EMPLOYEE COMPOSITION BASED ON **NATIONALITY**

NATIONALITY	2019	2020
Indonesian	3,176	2,918
Foreigner	4	3
TOTAL	3,180	2,921



- Indonesian: 99,9%
- Foreigner: 0,1%

During 2020 the Company continued its effort of increasing the company structure effectiveness according to its business plan and also by taking into account the COVID-19 pandemic situation. The Company has ensured its productivity level will still be maintained and the Company's goals will still be achieved by ensuring human resources management that is suitable to the dynamics of the Company's business, all of this is done with due observance of every policy and regulation implemented by the Government of Indonesia in efforts to contain the pandemic.

A total of 106 employees of BNBR and subsidiaries resigned and 157 new hires joined in 2020. BNBR continuously manage its turnover rate to ensure it will not disrupt company's operational activity, and BNBR believes its human resources remain highly competent and capable as well as highly dedicated. BNBR continues to support skill improvement of its employees through implementation of various training programs along 2020.

In 2020, total employee of BNBR and its subsidiaries decreased by 8.1% to 2,921 employees. Apart from having employees resigned, along 2020 there were also 62 employees who entered retirement and 248 employees whose work contracts were ended. Composition of total employee of BNBR and its subsidiaries by end of 2020 consists of 1,937 permanent employees and 984 contract employees.

Of all BNBR and its subsidiaries' employees, approximately 22% hold bachelor degree or higher, 7% hold diploma degree, and the remaining had primary education up to senior high school. In terms of age, approximately 19% are aged

between 18-30 years, 52% are aged between 31-45 years, and the remaining are over 45 years old..

COMPETENCE DEVELOPMENT PROGRAM

In order to increase competitiveness and guarantee the Company's sustainability, the Company improves employee competencies and capabilities through continuous training programs. Training programs broadly consist of two types: managerial and leadership training programs, and specific skill training programs, using tested methods and curricula and working alongside recognized training agencies.

Training programs are adjusted to the Company's strategic plans for the future. In line with the Company's planned strategic focus on development of business in the real sector, especially in manufacturing and infrastructure, training programs in 2020 were focused on technical and functional abilities.

In 2020, BNBR group held training programs for a total of 825 employees from various departments within the Company and its subsidiaries with total cost as much as Rp 244,365,500. These trainings are carried out with due observance of health protocols while striving for maximum possible use of technology.

In 2020, BNBR group held training programs for a total of 825 employees from various departments within the Company and its subsidiaries with total cost as much as Rp 244,365,500. These trainings are carried out with due observance of health protocols while striving for maximum possible use of technology.

POSITION OF PARTICIPANTS

Position	Number of Participants	Training Cost (in Rupiah)
Commissioner	0	-
Director	3	-
VP/Senior Manager	9	9,100,000
Manager	61	8,488,182
Assistant Manager	39	23,689,177
Staff	380	126,363,506
Non-Staff	329	76,724,634
Management Trainee	4	-
Total	825	244,365,500

TYPE OF TRAINING

Type of Training	Number of Participants	Training Cost (in Rupiah)
Management and Leadership Training	51	61,500,000
Functional Competence Development Training (Finance, HR, Marketing, Operation, Legal)	335	157,338,000
ISO and Continuous Improvement Related Training	382	25,527,500
Corporate Values Training	57	-
Total	825	244,365,500

TARGETED SKILL

Targeted Skill	Number of Participants	Training Cost (in Rupiah)
v	364	164,620,000
Soft Skill	461	79,745,500
Total	825	244,365,500

DEPARTMENT OF PARTICIPANTS

Departments	Number of Participants	Training Cost (in Rupiah)
Supporting Department	197	85,770,216
Accounting & Finance	30	4,017,316
HR	117	44,750,952
Sales & Commercial	28	8,000,000
IT. Legal Risk	20	8,503,680
Operations	433	93,323,335
Total	825	244,365,500

Bakrie Talent Management Program

Through the Bakrie Learning Center (BLC), the Company has formulated a Talent Management system as a long-term sustainable program aiming to ensure a balanced leadership in line with the Company's business development. The stages of the Company's talent management system can be outlined as follows:

- Talent assessment and identification
- Implementation of the Bakrie Succession Plan
- Implementation of the Bakrie Leadership Development Program
- Formulation and socialization of the Bakrie values, or Trimatra Bakrie
- Carrying out of Bakrie Engagement Programs

The Company is committed to offering the widest possible opportunities to employees with integrity, professionalism, entrepreneur spirit and motivation to develop their careers across the Company's business units. The above programs are carried out by the Company through assignments with the development of new business, rotation, promotion and participation in internal and external training programs. The Company's career development philosophy emphasizes "promotion from within", allowing a smooth regeneration of leadership within all Company business units.

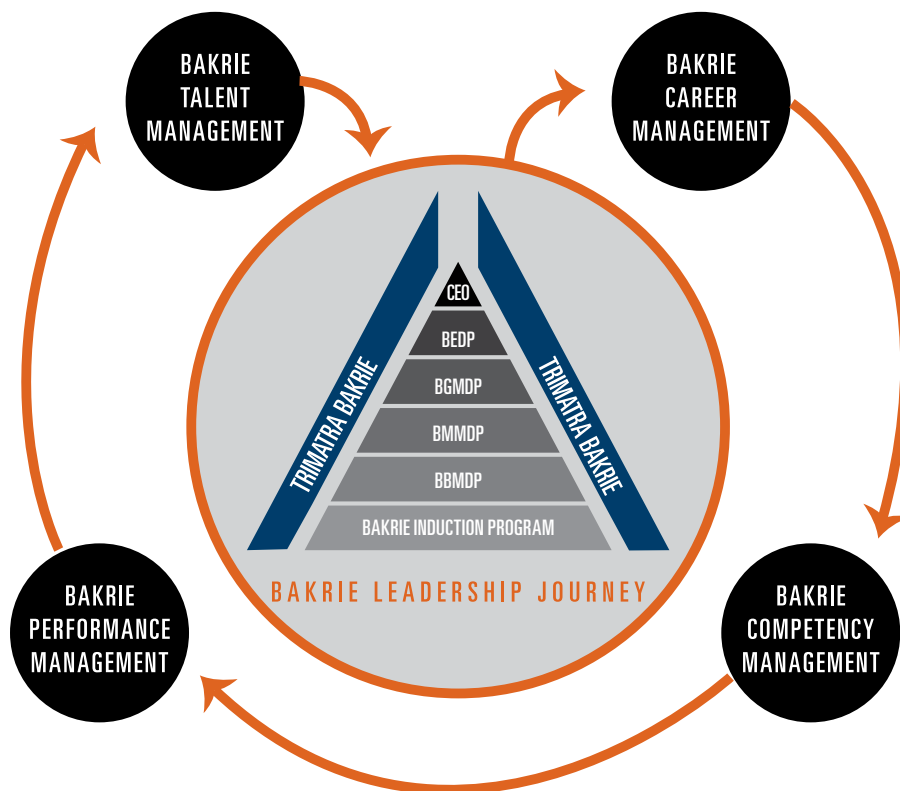
Bakrie Leadership Development Program

The Company collaborates with Bakrie Solusi Strategis (BSS) and Bakrie Learning Center (BLC) to develop a leadership development system for every level in the Company's organization from entry level to executive level through a program called Bakrie Leadership Journey.

Bakrie Leadership Journey is a tiered and structured leadership development program carried out in the Bakrie Group environment to prepare cadres of

future leaders in the Bakrie Group environment and specifically to ensure the business continuity of the BNBR Group, based on established competency and performance standards. The development program framework for the Bakrie Leadership Journey is carried out by considering several aspects such as competence and performance that lead to the formation of a talent pool and career path.

At the Bakrie Career Management stage individual identification is carried out in every functions of the Company to plan the succession and regeneration plan. Those individuals will undergo competency mapping at the Bakrie Competency Management stage, therefore the Company can plan their competency development according to Company's needs. Aside from competency mapping, each individual's performance is also monitored at the Bakrie Performance Management stage to provide considerations for the Company to include them in the talent pool at the Bakrie Talent Management. This process is carried out on an ongoing basis by continuing to instill the corporate culture called Trimatra Bakrie, so that the Company can continue to identify potential talents within the Company.



Based on this, the program levels are arranged starting from the entry level to the executive level, namely:

1. **Bakrie Future Leader Development Program (BFLDP)**

The objective of this program is to prepare the company's future leader. Through this program, employees are expected to understand the whole aspects of company's culture, vision, mission, and also the business run by the company. At the end, the graduates from this program are expected to be ready to hold any position within company.

2. **Bakrie Basic Induction Program (BBIP)**

The objective of this program is to introduce company's culture, vision and mission to new employee. Through this program, employees are expected to understand deeply about their working environment, and at the end they could contribute to company's target and achievement.

3. **Bakrie Basic Management Development Program (BBMDP)**

The objective of this program are to equip employees with knowledge and ability to lead their self, manage tasks effectively, and also lead small number of working team within Department or Division. Through this program, employees are expected to be able to manage their team in order to achieve company's target and goals.

4. **Bakrie Middle Management Development Program (BMMDP)**

The objective of this program is enhancing interpersonal leadership abilities to optimize team performance, to control processes effectively as well as create leaders who can build / plan new ideas and strategies into action plans.

5. **Bakrie General Management Development Program (BGMDP)**

The objective of this program are to improve competency in managing cross-functional responsibilities, provide a more integrated and multidisciplinary view of strategy and leadership, as well as developing ambidextrous capabilities and increasing entrepreneurial spirit to build company's competitive advantage.

6. **Bakrie Executive Development Program (BEDP)**

This program is a strategic competencies development program for top level management or

candidate for top level management. The objective of this program are to equip company's leader to have a broader global mindset, identify and assess challenges/risks, motivate and mobilize human capital as a source of company's competitive advantage also improving Intrapreneurship capability so as to be able to think more creatively and innovatively in designing strategies.

In 2020 BLC carried out Bakrie Basic Management Development Program training for 20 participants.

The leadership development program in the Bakrie Group always emphasize the culture of the Company and is also equipped with functional skills training for individuals whose competencies have been mapped. The training planning is carried out in accordance with the needs of the Company, and also by taking into account the needs of employees while working in the Bakrie Group and after retirement.

Functional development training is given to employees in accordance with their line of work, but the Bakrie Group also does not close opportunities for cross-cutting training.

Development Of Corporate Work Culture

BNBR believes that the Company's performance relies very much on individual performance within the Company organization. Individual employee performance, meanwhile, is heavily affected by employee values and character, which reflect Company culture. For this reason, the Company strives consistently to develop and grow a work culture in line with the ideals and goals of the Company's founders.

The Company's values and culture can broadly be described as a consistent drive to increase value for shareholders and stakeholders through business activities that honor the Bakrie Trimatra values: Indonesian-ness, Usefulness and Togetherness.

Preparation For Retirement Training

BNBR does not pay any less attention to those employees close to retirement age and those who chose for early retirement. According to the CLA, the age of retirement is 56 years. In order to guarantee continued prosperity post- retirement, the Company includes all employees in the Definite Benefit Pension scheme through the Bakrie Pension Fund.



The Company has a training program with topics that include mental preparation and entrepreneurial planning for employees who retire and retire early. This training consists of a series of events which covers presentation from relevant resources, workshop, and sharing session.

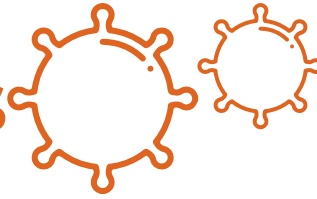
EMPLOYEE WELFARE

As part of the Company's commitment to treat Human Capital as a key asset and a strategic partner in business development, BNBR strives to increase employee welfare through the provision of various welfare facilities which cover programs that are mandatory such as national social security (BPJS Ketenagakerjaan - Jamsostek) and national health care security (BPJS Kesehatan), as well as additional welfare facilities per Company policy such as education grant for employee class, medication aid, work tenure award, appointment of model employee, employee cooperative, Bakrie Pension Fund Program, health clinics, education grant for the children of high-achieving employees and recreational and sporting events for all employees.

These programs are implemented in the belief that decent employee prosperity, competitive compared with other companies in the same industry, will lead employees to concentrate on their work and give their best for the Company, which will ensure progress for themselves and those around them.

The Company also strives to develop organizational cooperation, optimizing employee performance through BNBR Employee Cooperative. This program covers BNBR's operations in the areas of retail, provision of nine staple commodities, savings and loans, and office stationery provision. Meanwhile, in order to ensure employees' welfare in retirement, BNBR includes all employees in the Definite Benefit Pension scheme through the Bakrie Pension Fund, which involves no employee contributions.

COVID-19 COUNTERMEASURES AT BNBR



Since the determination of COVID-19 as a pandemic by the World Health Organization (WHO) on March 11, 2020, BNBR has immediately prioritized health protection for employees while maintaining work productivity. The implementation of health protocols in the work environment is carried out by taking into account recommendations from the Ministry of Health of the Republic of Indonesia, the Committee for COVID-19 Handling and National Economic Recovery (KPCPEN) and the Regional Government. The Company and all business units also pay attention to the latest information and instructions from the Central and Regional Governments regarding the prevention of COVID-19 in their respective operational areas.

EDUCATION



The Company conducts outreach on preventing the spread of COVID-19 and implementing health protocols to all employees through various media in the work area.

- Pamphlet distribution
- Banner and poster
- Webinar
- Announcement car

PREVENTION OF TRANSMISSION



The Company regularly monitors employees' health conditions.

- Performing **3T** (Testing, Tracing and Treatment)
- Employees and guests are required to complete a **health condition self-assessment** form before arriving in the work area
- **Monitoring by the OHSAS team** regarding the health condition of employees and implementation of health protocols
- **Disciplining** employees who do not apply health protocols
- Providing **health supplements** for factory employees

HEALTH PROTOCOL IMPLEMENTATION (1)



The Company implements health protocol in the work area that ensures employees can keep their distance, avoid crowds, and limit mobilization and interaction.

- Formation of **COVID-19 Response Team***
- Implementation of Work From Home (WFH) **schedule** for at least 50% of all employees
- **Work shift arrangement** for operational / factory employees
- **Limitation on the capacity** of work spaces, meeting rooms, elevators, places of worship, canteens and other public places
- Maximizing **usage of technology** to reduce direct contact between employees (eg: teleconference, online meeting, etc)
- Require a **letter of assignment** from superiors for employees who have to do activities when the Regional Government implements PSBB (Large-Scale Social Restrictions)

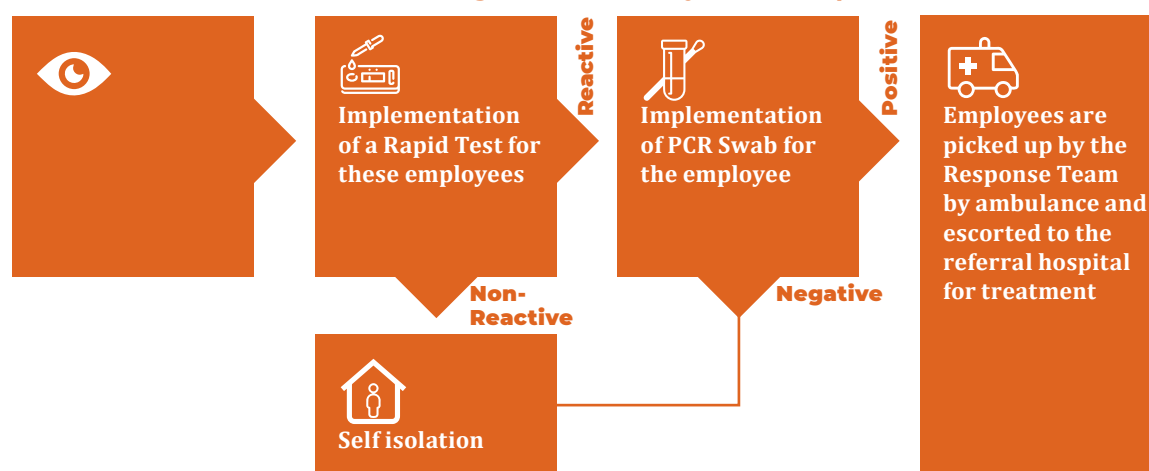
HEALTH PROTOCOL IMPLEMENTATION (2)



The Company ensures that employees meet health protocols when working in the office or factory (Work From Office - WFO).

- Mandatory **use of masks** for all employees and guests
- Perform regular **disinfectant** in the work environment, especially at points that are often touched by people (eg: door handles, elevator button, stairs handles, etc)
- **Take body temperature measurements** before employees and guests enter the work area
- Providing **hygiene support facilities** in the form of hand washing stations, hand sanitizers, sterilization booths and masks

*Curative Action for Handling COVID-19 by the Response Team



ACTION		BNBR	BA	BBi	BIIN	BMI	BPI	MKN
EDUCATION		✓	✓	✓	✓	✓	✓	✓
HEALTH PROTOCOL IMPLEMENTATION								
1	Formation of response team	✓	✓	✓	✓	✓	✓	✓
2	Implementation of WFH and WFO schedule	✓	✓	✓	✓	✓	✓	✓
3	Work shifts arrangement	✓	✓	✓	✓	✓	✓	✓
4	Limitation on the capacity of public spaces	✓	✓	✓	✓	✓	✓	✓
5	Maximizing usage of technology	✓	✓	✓	✓	✓	✓	✓
6	Require a Letter of Assignment during Large-Scale Social Restrictions	✓	✓	✓	✓	✓	✓	✓
7	Require the use of masks	✓	✓	✓	✓	✓	✓	✓
8	Disinfect regularly	✓	✓	✓	✓	✓	✓	✓
9	Take body temperature measurements	✓	✓	✓	✓	✓	✓	✓
10	Provision of hygiene support facilities	✓	✓	✓	✓	✓	✓	✓
PREVENTION OF TRANSMISSION								
1	Performing 3T (Testing - Tracing - Treatment)	✓	✓	✓	✓	✓	✓	✓
2	Requires self-assessment of health conditions	✓	✓	✓	✓	✓	✓	✓
3	Monitoring by OHSAS Team	✓	✓	✓	✓	✓	✓	✓
4	Disciplining employees who do not apply health protocols	✓	✓	✓	✓	✓	✓	✓
5	Provision of health supplement	✓	✓	✓	✓	✓	✓	✓

CORPORATE GOVERNANCE IMPLEMENTATION REPORT



CORPORATE GOVERNANCE IMPLEMENTATION REPORT

The excellent implementation of Corporate Governance principles will support the Company's performance improvement through the creation of better decision-making process, operations efficiency enhancement, as well as service improvement to the Company's stakeholders

With full awareness in the importance of Good Corporate Governance (GCG), BNBR is committed to continue enhancing the quality of its GCG implementation consistently and continuously in line with the Corporate values. BNBR refers to the best practices in determining the Company's business process, control and standard operating procedures.

The excellent implementation of GCG principles will propel the improvement of the Company's performance through the creation of better decision-making, operations efficiency enhancement, and service improvement to the Company's stakeholders. BNBR believes that the enforcement of high integrity through code of conduct and the Company's corporate culture will provide maximum results in achieving the Company's business objectives. GCG principles are implemented through a framework that includes relations' governance between GCG organs, relations with the shareholders and stakeholders, to ensure harmonious balance between the performance achievement and business sustainability.

OBJECTIVES AND COMMITMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

GCG implementation in BNBR is a real manifestation of the Company's compliance towards business regulations in Indonesia, namely in accordance with Good Corporate Governance regulation, stipulated in the Laws No. 40 year 2007 Regarding Limited Liability Company.

For the Company, Good Corporate Governance will provide real benefit and good measurement

for the Company, shareholders and stakeholders. The following are the objectives of GCG implementation in the Company:

1. To enhance and maintain the trust of investors, creditors and shareholders of the Company, through GMS, performance reporting and the Company's achievement.
2. To optimize the Company's management, through the stipulation of work charter and to encourage work effectiveness in all the Company's elements.
3. To clarify the duties and obligations, functions and authorities of each of the Company's Organ, to create a harmonious performance and support better decision-making.
4. To maintain the Company's Compliance towards the prevailing laws and regulations, as a mean of the Company's awareness as a good corporate citizen.
5. To enhance Human Resource professionalism in the Company, so as to support the company's operations competence improvement.
6. To protect the interest of shareholders and stakeholders, by ensuring the discipline in the company's management, securing the assets and corporate values sustainably.
7. To improve and maintain the Company's reputation, through good public communication, the fulfillment of information transparency aspects, and implementation of corporate social responsibility.

Based on the above objectives, the Company is committed to place GCG as the referral in the management of business activities. The Company

also strives to place the governance as the mutual responsibility, and conformity towards governance principles to be embedded in the day-to-day conduct of all BNBR's employees.

GOOD CORPORATE GOVERNANCE WORK STRUCTURE

The Company developed Good Corporate Governance Work Structure and Roadmap in order to ensure development and implementation of Good Corporate Governance are carried out based on mutual understanding between management and every company organ, as well as embedded based on four main pillars of Good Corporate Governance, that are Commitment, Structure, Soft Structure/Mechanism/System & Procedure, as well as Report and Control Activities.

A. Commitment

Company commitment in developing and implementing corporate governance are visible through company management that is in line with its vision and mission, corporate culture – Trimatra Bakrie and core value, business ethics (as shown by code of ethics guidance, integrity pact and business conduct policy) as well as adherence to prevailing regulations.

B. Structure

Corporate governance structure is supported by main and supporting organ of the Company, enabling execution of good corporate governance implementation.

C. Soft Structure/Mechanism/System & Procedure

Company soft structure consists of guidance formulated from company system and procedure / policy and procedure as well as culture.

D. Report and Control

Company report and control activities on good corporate governance implementation include the following things:

- Internal control activities carried out in every Company process and transaction.
- Report as well as internal and external assessment on good corporate governance principles and in line with GCG principles (TARIF – Transparency, Accountability, Responsibility, Independency, Fairness).

Those four main pillars are the process the Company will undergo in order to implementing GCG with business sustainability as its goal.

The Good Corporate Governance Work Structure is as follows:

GOOD CORPORATE GOVERNANCE STRUCTURE PT BAKRIE BROTHERS TBK



GCG IMPLEMENTATION ROAD MAP

1986
1996

- Corporate Philosophy
- Corporate Identity
- Framework
- Corporate Internal Audit
- Business Policies
- Bakrie Management System

1997
2001

- Develop corporate culture
- Business Ethics
- Business Conduct Policy
- Bakrie Performance Contract

2002
2009

- Participation in GCG assessment
- Development of formal risk management system through Enterprise Risk Management ("ERM") approach
- Enterprise Risk Management Policies & Procedures
- Formation of Risk Management and Compliance Division
- Formation of Audit Committee, Risk Management Committee, Corporate Governance Committee
- Internal Audit Guidelines

2010

- Corporate Governance Implementation Policies & Procedures
- Board Manual
- Participation in GCG implementation assessment
- Risk management reinforcement in every decision making
- Formation of Risk Control Self Assessment ("RCSA") team
- Policies & Procedures bundle related with Internal Control System of Company and Subsidiaries
- Reviewing and re-signing Code of Ethics, Business Conduct Policy and Integrity Pact

2011

- Products and Services Procurement Policies & Procedures
- Internal Control System Policies & Procedures
- Formation of GRC (Governance, Risk Management & Compliance) Forum among Bakrie Group
- Confirming risk management implementation in a strict manner

2012

- Reviewing and re-signing Code of Ethics, Business Conduct Policy and Integrity Pact
- Participation in GCG implementation assessment
- Reviewing Board Manual and Corporate Governance Manual
- Whistleblowing System Policies & Procedures
- Work frame reinforcement for Corporate Internal Audit, Risk Management, Human Resources Management
- Confirming risk management implementation in a strict manner

2013

- Reviewing Board Manual and Corporate Governance Manual
- Audit Charter
- Reviewing Committee Charter
- Reviewing Code of Ethics document
- Refining Policies & Procedures
- Reviewing GCG Roadmap with adherence to OJK GCG Roadmap

2014

- Work frame reinforcement for Corporate Internal Audit, Risk Management, Human Resources Management
- Board Manual
- Instilling risk management as a culture embedded up to Subsidiaries
- Appointment of Independent Commissioner and Independent Director
- Reviewing and re-signing Code of Ethics, Business Conduct Policy and Integrity Pact

2015
2016

- Work frame reinforcement for Internal Audit, Risk Management, and Corporate Governance
- Reviewing Board Manual and Corporate Governance Manual
- Instilling risk management as a culture embedded up to Subsidiaries
- Committing to independent GCG assessment up to consolidated Subsidiaries
- Antifraud and Acceptance of Gratification Policies & Procedures
- ASEAN CG Scorecard implementation for GCG and Annual Report assessment

2017
2018

- Becoming a role model of risk management, compliance and GCG in industries in Indonesia
- Confirming risk management, compliance and GCG are carried out effectively up to Subsidiaries
- Formation of BNBR Group (Subsidiaries) GCG with supervision by the Company to build GCG structure and soft structure
- Involving all consolidated Subsidiaries in the GCG assessment
- ASEAN CG Scorecard implementation for GCG and Annual Report assessment

2019
2022

- Ensure the effectiveness of risk management, compliance & GCG implementation in all subsidiaries
- Becoming a role model in risk management, compliance & GCG in similar industries in Indonesia
- Engaging all consolidated subsidiaries in GCG Assessment
- Implementation ASEAN Scorecard (Indonesian Institute for Corporate Directorship - IICD) for GCG and Annual Report Assessment of potential subsidiaries

GCG PRACTICES IMPLEMENTATION

The objectives of GCG implementation in PT Bakrie & Brothers are to support the achievement of vision, mission and the Company's objectives effectively and in a swift manner, so as to deliver the shareholders' trust on a good and proper governance of the company to reach high and fair values. GCG practices implementation shall be based on the following five principles:

1. **Transparency:** The Company ensures adequate information dissemination, clear and accurate to the shareholders and stakeholders. Transparency principle is also implemented in the decision-making process, to enhance the Company's objectivity and professionalism. The following are among others the transparency practices conducted by the Company:
 - The resolution process of Shareholders through General Meeting of Shareholders (GMS) has met the Company's Articles of Association requirements.
 - The decision-making process of the Board of Commissioners with the supervisory and advisory functions to the Board of Directors has been conducted in the internal joint meeting of the Board of Commissioners and Board of Directors.
2. **Accountability:** The Company is committed to ensure the orderly and accountability of the functions, duties, and authorities of several elements in the organization in a sound and measured manner. The following are among others the accountability practices conducted by the Company:
 - The Company possesses the organization structure, job descriptions for each job title, and key performance indicators assessment for the Board of Directors, Head of Work Units and all employees.
 - External auditor has conducted an audit on the Company's financial report with the independent auditor's opinion of unqualified.
 - The Company has been accountable and obtained ratification on the annual report in the GMS.
3. **Responsibility:** As a form of responsibility, the Company strongly holds its compliance towards the prevailing laws and legislations. In addition, the Company also conducts responsibility towards the community and environment, to achieve long term business sustainability. The following are measures taken in this company's responsibility:
 - The signing of integrity pacts and anti-bribery by Bakrie people to comply with the stipulated Code of Conduct and business ethics.
4. **Independence:** The Company's organs conduct its activities independently and objectively, to avoid conflicts of interest, and are not influenced by any parties. The Company's independence are conducted through:
 - The applicable Code of Conduct and Business Conduct Policy of the Company that applied to all Bakrie people.
 - The check and balances functions done by the Board of Commissioners and Directors through formal communication such as meetings, approval/refusal of the Board of Commissioners on the Board of Directors' proposals.
5. **Fairness and Equality:** the Company strives to ensure that both majority and minority shareholders' rights and interests are fulfilled. The Company also constantly provides fair and equal treatments to all stakeholders. The Company's commitment in delivering fairness and equality are shown as follows:
 - The Company has provided equal opportunities to all employees without discrimination based on the Collective Labor Agreement (CLA) between the Company and Employees.

COMPLIANCE ACTIVITIES

As part of the corporate governance activity, Corporate Risk Management (CRM) strives to monitor the company's compliance towards the prevailing laws and legislation in managing the company's business practices as well as individual's compliance in implementing responsibility of their duties, each in accordance with the code of conduct, business conduct policy, as well as the applicable internal policy and procedures of the company.

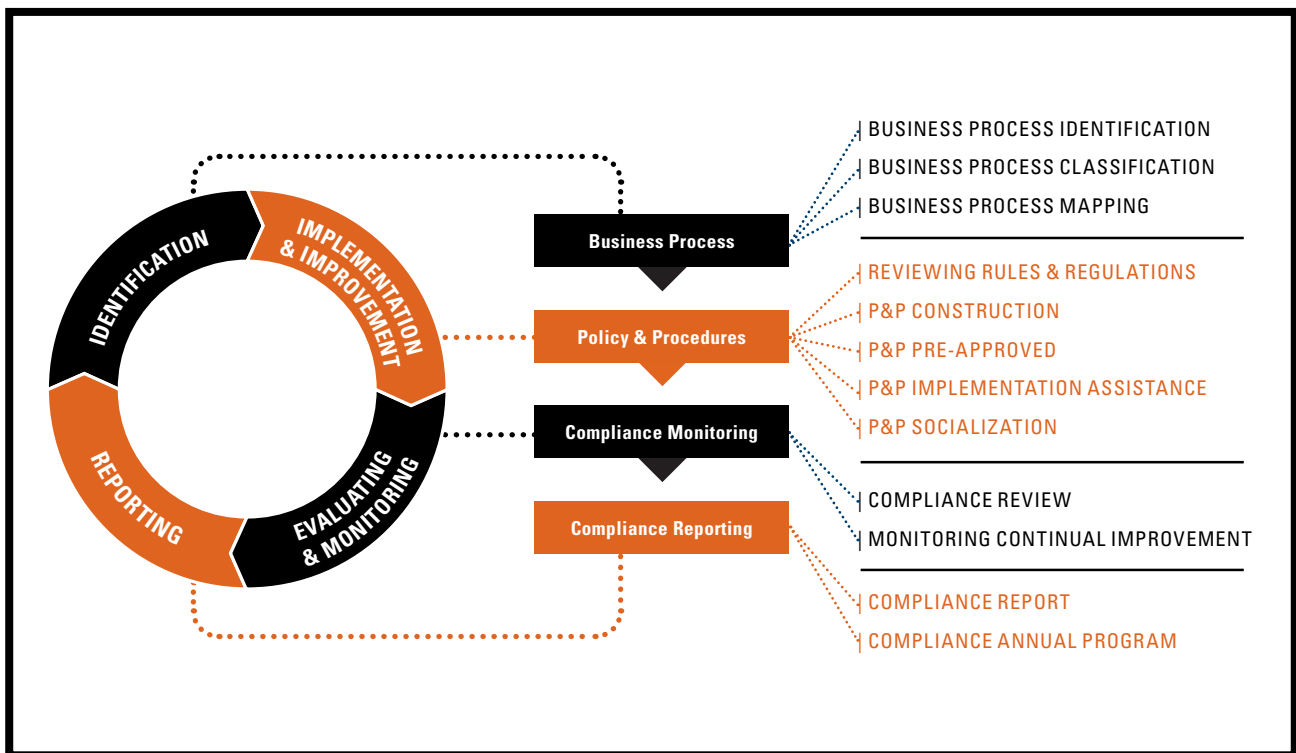
At the beginning of 2020, CRM has reviewed and advanced business processes in every Department to ensure that the existing business processes are in accordance with the company's strategy and business models. The analysis was conducted by reviewing the Company's business activity objectivity and complexity, which can provide significant impact on the risks faced by the company.

To mitigate the operational risk, CRM has sustainably reviewed, renewed, and finalized the company's internal policy and procedures, in accordance with the Company's directives and policy. The advancement by CRM was done in regards to the new legislations informed by the Legal Division, as to ensure that every business practices of the Company is in line with the prevailing laws and legislations. A total of 273 policies and procedures were documented, in which part of them are new or revision from the existing documents and has been ratified by the Board of Directors, whereas the balance are still in review and at the advancement that are going to be implemented in stages and continuously by CRM. They are among others are policies and procedures on investment transaction, divestment, financing, budgeting, and several policy and procedures in the scope of information technology and human resources.

To measure the Company's success in the implementation of good corporate governance practices, the Company has actively organized activities to improve the compliance culture in every individual, begins from the Company's top management level through the signing of Integrity Pacts by the Board of Commissioners and Directors, as well as employees during the GRC Day.

At the end of 2020, CRM presented annual report detailing the activities conducted by CRM as well as its activity's achievement. The report was already presented to the Risk Management Committee. In line with the presentation of the report, CRM has developed 2021 activity plan at the end of December.

These stages are in accordance with the compliance system implementation framework as illustrated below



BOARD MANUAL IMPLEMENTATION

PT Bakrie & Brothers Tbk has the commitment to maintain high standard in the implementation of Good Corporate Governance (GCG), as a prerequisite requirement in the business success and sustainability. PT Bakrie & Brothers Tbk upholds the ethics and professionalism standard in all level of the organisation. In general, the GCG implementation in the non-bank financial industry and investments sectors, as well as in other industry sectors in which the Company is involved, is following the prevailing laws and legislations, in particular the Financial Services Authority (FSA) Regulations, Laws of Limited Liability Company, and Capital Market Laws. The GCG implementation is also based on 5 (five) GCG basic principles, namely Transparency, Accountability, Responsibility, Independency, and Fairness. This background stipulates the development of Corporate Governance Manual – based on the GCG principles.

Board Manual is a working governance guideline of the Board of Commissioners, Board of Directors and the Management, which elaborated the activities and working stages of the Board of Commissioners and Directors, in a structured, systematic, easy and consistent manners. This manual functions as a reference for the Commissioners and Directors as well as the Management in implementing each duty to achieve the Company's Vision and Mission.

Board Manual is intended to elaborate the relationships of the Commissioners and Directors as well as other members of the Management in duties implementation in order to create professional, transparent, efficient and effective management of the Company. Board Manual also represents the commitment of the Commissioners and Directors in implementing GCG principles.

GOOD CORPORATE GOVERNANCE (GCG) IMPLEMENTATION ASSESSMENT

The Company was Awarded as Trusted Company Based On Corporate Governance Perception Index (CGPI) 2020 by the Indonesian Institute for Corporate Governance (IICG)

A GCG implementation assessment was carried out as a means to examine GCG implementation in the Company as well as to evaluate in order to improve the aforementioned implementation. Year 2020 was the ninth year the Company participated in the research and ranking of GCG practices in the Company, namely the Corporate Governance Perception Index Award 2020 carried out by the Indonesian Institute for Corporate Governance (IICG) in collaboration with SWA Magazine.

In 2020 CGPI promoted the theme "Building Competitive Advantage in the Good Corporate Governance Framework". CGPI utilized three aspects of assessment that are Governance Structure, Governance Process, and Governance Outcome. This year the CGPI award participants were 35 state owned and private companies. Ranking result was categorized to three assessment norms (very trusted, trusted, and fairly trusted) as a form of the Company's commitment in implementing Good Corporate Governance (GCG); this result indicated that BNBR achieved a total score of 76.00 or qualified for the category "Trusted Company". BNBR succeeded in improving its score compared to 2019 which total score was 75.10.

Assessment for CGPI Award 2020 was carried out based on Company's 2019 Financial Report and other supporting documents which prevail during 2019 and 2020. The assessment result was as follow:

ASSESSMENT STAGE		2020 SCORE
1.	Governance Structure	20.70
2.	Governance Process	27.62
3.	Governance Output	27.68
TOTAL		76.00
GCG Performance based on CGPI Award		Trusted Company

Sumber: Laporan Hasil CGPI 2019 (Award 2020), IICG



GCG Award 2020 Certification for PT Bakrie & Brothers Tbk "Trusted Company"

GENERAL MEETING OF SHAREHOLDERS

General Meeting of Shareholders (GMS) is the highest organ in the corporate governance structure, as a forum for the shareholders in decision-making, and exercising its rights and authorities. GMS has the authority that cannot be delegated to the Board of Commissioners or Directors in accordance with the limits stipulated in the Articles of Association and legislations. The following are authorities of GMS of PT Bakrie & Brothers:

1. Amendment of the Company's Articles of Association.
2. To determine the Company's capital amount.
3. To regulate the use of the Company's net profits.
4. To appoint and terminate members of the Board of Directors and the Board of Commissioners, and to evaluate the performance of members of the Board of Commissioners and Directors.
5. To consolidate, merge or divest the Company, and
6. Authority on transactions exceeding certain value..

GMS shall be held at least once a year, namely Annual GMS. Apart from the Annual GMS, Extraordinary GMS can be organized. In 2020, the Company held one Annual GMS and one Extraordinary GMS.

Execution of Annual General Meeting of Shareholders

Pursuant to the Articles of Association, the Company has held the Annual GMS for fiscal year 2019 on June 24, 2020, in Nusantara Room, Bakrie Tower 36th floor, Jakarta. Based on the regulations, prior to the GMS the Company has informed the Plan Notice to the Financial Services Authority, through Corporate Secretary's Letter No. 031/BNBR/CS-OJK/V/2020 dated May 18, 2020, and announced the Meeting Plan also on May 18, 2020 through Company website, Indonesia Stock Exchange website and Indonesia Central Securities Depository website.

The Company also announced the Invitation of Annual General Meeting of Shareholders on June 2, 2020, through Company website, Indonesia Stock Exchange website and Indonesia Central Securities Depository website.

Annual GMS on June 24, 2020 was attended by shareholders that represent 13,647,085,558 shares or 65.41% from the total shareholders. Thereby the meeting was announced as quorum and has been in accordance with the Company's Articles of Association.



Annual GMS Agenda

Pursuant to the Meeting Invitation announced in the above News Papers, the following are the agenda of Annual GMS:

1. Approval of the Annual Report which consist of accountability report of the Board of Directors and Board of Commissioners on the management of the Company for Fiscal Year ended December 31, 2019.
2. Approval and ratification of the Company's Balance Sheet and Profit/Loss Account for Fiscal Year ended December 31, 2019, including to grant full release and discharge of responsibility (acquit et decharge) to the Board of Directors and Board of Commissioners members for the Fiscal Year 2019 .
3. Determination and approval of the use of the Company's profits for the Fiscal Year ended December 31, 2019.
4. Appointment and assignment of Public Accounting Firm to audit the Company's Financial Report for Fiscal Year ended December 31, 2020.
5. Approval of the Changes on the Company's Management.

Result of Annual General Meeting of Shareholders

ANNUAL GMS AGENDA DISCUSSION AND RESOLUTIONS		VOTING RESULT (NUMBER OF SHARES)	FOLLOW UP
1 First Agenda	<p>Agenda Discussion: The Company's Board of Directors elaborated the First Meeting Agenda that was presented by the Company's President Director.</p> <p>Meeting resolution on First Agenda: Appropriately accepted and approved the Board of Directors and Board of Commissioners' Accountability Report on the management of the Company for Fiscal Year ended December 31, 2019.</p>	<p>Agree: 13,647,085,318 (99,99%)</p> <p>Disagree: 240 (0.01%)</p> <p>Abstain: 0</p>	Grant of full release and discharge of responsibility (acquit et decharge) to the Company's Board of Directors and Board of Commissioners members.
2 Second Agenda	<p>Agenda Discussion: The Company's Board of Directors elaborated the Second Meeting Agenda that was presented by the Company's President Director.</p> <p>Meeting resolution on Second Agenda: Approved and ratified the Balance Sheet and Profit/Loss Account for Fiscal Year ended December 31, 2019 and provided acquittal and fully discharge of responsibility (acquit et decharge) to the members of the Board of Directors and the Board of Commissioners of the Company, for the management and supervisory duties implemented during Fiscal Year ended December 31, 2019, in which the management and monitoring actions are reflected in the Balance Sheet and Profit/Loss Account as well as Public Accountant's Report on Fiscal Year ended December 31, 2019.</p>	<p>Agree: 13,647,085,318 (99,99%)</p> <p>Disagree: 240 (0.01%)</p> <p>Abstain: 0</p>	Grant of full release and discharge of responsibility (acquit et decharge) to the Company's Board of Directors and Board of Commissioners members.
3 Third Agenda	<p>Agenda Discussion: The Company's Board of Directors elaborated the Third Meeting Agenda that was presented by the Company's President Director.</p> <p>Meeting resolution on Third Agenda: Approved the Company for not distributing dividends and Company's proposal of earnings usage for Fiscal Year ended December 31, 2019.</p>	<p>Agree: 13,647,085,508 (99,99%)</p> <p>Disagree: 50 (0,01%)</p> <p>Abstain: 190</p>	Dividend distribution for Fiscal Year ended December 31, 2019 was not executed.



4 Fourth Agenda

Agenda Discussion: The Company's Board of Directors elaborated the Fourth Meeting Agenda that was presented by the Company's President Director.

Meeting resolution on Fourth Agenda: Approved to give authority to the Board of Commissioners to appoint and assign a Public Accounting Firm that will audit the Company's Financial Report for Fiscal Year ended December 31, 2020, as long as it meets the predetermined criteria as well as determination of the honorarium.

Agree:
13,645,840,818
(99,99%)
Disagree:
1,244,740 (0,01%)
Abstain:
0

Board of Directors requested approval from Board of Commissioners to appoint and assign Public Accounting Firm Y. Santosa & Rekan as stated in the Memorandum no. 105.a/CFIO-ACCT/I-21/M/RH.rud dated January 4, 2021. The appointment of the aforementioned Public Accounting Firm was made after the Board of Commissioners gave its approval as stated in letter dated January 7, 2021, by taking into account the recommendations from the Audit Committee stated in the Memorandum dated January 5, 2021

5 Fifth Agenda

Agenda Discussion: The Company's Board of Directors elaborated the Fifth Meeting Agenda that was presented by the Company's President Director.

Meeting resolution on Fourth Agenda: Approved to change the management composition of the Company by dismissing with respect all members of Board of Commissioners and Board of Directors and grant full release of responsibility (acquitted de charge) to all members of Board of Commissioners, hereinafter nominated and appointed members of Board of Commissioners and Board of Directors with the following composition:

BOARD OF COMMISSIONERS

President Commissioner concurrently as Independent Commissioner : **Sutanto**
Commissioner: **Armansyah Yamin**
Independent Commissioner: **Firmanzah**

BOARD OF DIRECTORS

President Director: **Anindya N. Bakrie**
Vice President Director: **A. Ardiansyah Bakrie**
Director: **Roy Hendrajanto M. Sakti**
Director: **Achmad Amri Aswono Putro**
Director: **R.A. Sri Dharmayanti**
Independent Director: **Dody Taufiq Wijaya**

Composition and tenure of the members of Board of Commissioners and Board of Directors will be effective upon the closing of the Meeting and will end in 2023 according to the Company's Articles of Association, without reducing the shareholders' right to terminate at anytime in accordance with the prevailing regulations.

For the determination of the salary or honorarium and remuneration of the new members of the Board of Directors and Board of Commissioners of the Company, the Shareholders delegate the determination to the Board of Commissioners of the Company (based on Article 96 and Article 113 of the Republic of Indonesia Law No. 40 of 2007 on Limited Liability Companies, as well as Article 13 paragraph (7) of the Company's Articles of Association.

Agree:
13,634,244,193
(99,91%)
Disagree:
12,841,365
(0,09%)
Abstain:
75,000

Deed of Resolutions of Meeting number 50 dated July 16, 2020.

Note: In accordance with the provisions of Article 12 paragraph 10 of the Company's Articles of Association, blank votes (abstained), are considered to issue the same votes as the majority votes of shareholders who issue votes.

Execution of Extraordinary General Meeting of Shareholders

In 2020, the Company held Extraordinary GMS two times.

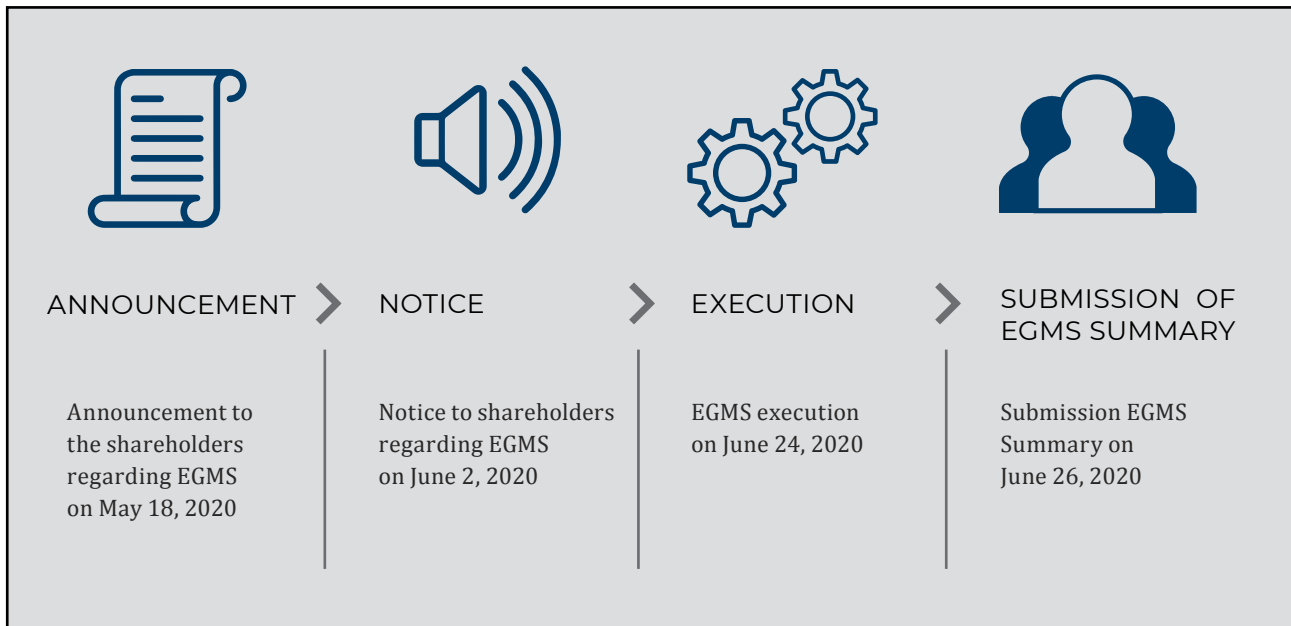
Execution of the Extraordinary General Meeting of Shareholders in 2020

Pursuant to the Articles of Association, the Company has held the Extraordinary GMS on June 24, 2020, in Nusantara Room, Bakrie Tower 36th floor, Jakarta. Based on the regulations, prior to the GMS the Company has informed the Plan Notice to the Financial Services Authority, through Corporate Secretary's Letter No. 031/BNBR/CS-OJK/V/2020 dated May 18, 2020, and announced the Meeting

Plan also on May 18, 2020 through Company website, Indonesia Stock Exchange website and Indonesia Central Securities Depository website.

The Company also announced the Invitation of Annual General Meeting of Shareholders on June 2, 2020, through Company website, Indonesia Stock Exchange website and Indonesia Central Securities Depository website.

Annual GMS on June 24, 2020 was attended by shareholders that represent 13,955,474,079 shares or 66.89% from the total shareholders. Thereby the meeting was announced as quorum and has been in accordance with the Company's Articles of Association.



Extraordinary GMS Agenda

Pursuant to the Meeting Invitation announced in the above News Papers, the following are the agenda of Extraordinary GMS:

1. Approval on amendments of the Articles of Association of the Company to conform with the Indonesia Standard Industrial Classification Regulations (KBLI) 2017.
2. Approval on amendments of the Articles of Association of the Company to conform with the Indonesia Financial Services Authority Regulations (POJK) Number 15/POJK.04/2020 and Number 16/POJK.04/2020.

Result of Extraordinary General Meeting of Shareholders

ANNUAL GMS AGENDA DISCUSSION AND RESOLUTIONS		VOTING RESULT (NUMBER OF SHARES)	FOLLOW UP
1 First Agenda	<p>Agenda Discussion: The Company's Board of Directors elaborated the First Meeting Agenda that was presented by the Company's President Director.</p> <p>Meeting resolution on First Agenda: Approve the Amendment to the Company's Articles of Association and grant full rights and powers to the Company's Directors to take all actions and take things that need to be implemented, in connection with adjustments to the aims and objectives and business activities of the Company as stated in article 3 of the Company's Articles of Association to comply with the Indonesia Standard Industrial (KBLI) in 2017.</p>	<p>Agree: 13,942,632,954 (99.91%)</p> <p>Disagree: 12,841,125 (0.09%)</p> <p>Abstain: 11,450</p>	Deed of Resolutions of Meeting number 51 dated July 16, 2020.

2 Second Agenda	<p>Agenda Discussion: The Company's Board of Directors elaborated the Second Meeting Agenda that was presented by the Company's President Director.</p> <p>Meeting resolution on Second Agenda: Approve the Amendment to the Company's Articles of Association to comply with Financial Services Authority Regulations (POJK) No. 15/POJK.04/2020 concerning Plans and Execution of General Meetings of Shareholders of Public Company, and POJK No. 16/POJK.04/2020 concerning Implementation of Electronic General Meeting of Shareholders of Public Company.</p>	<p>Agree: 13,942,632,954 (99.91%)</p> <p>Disagree: 12,841,125 (0.09%)</p> <p>Abstain: 11,450</p>	<p>Deed of Resolutions of Meeting number 177 dated December 30, 2020</p>
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Note: In accordance with the provisions of Article 12 paragraph 10 of the Company's Articles of Association, blank votes (abstained), are considered to issue the same votes as the majority votes of shareholders who issue votes.

BOARD OF COMMISSIONERS

In accordance with the Articles of Association, the Board of Commissioners represents the Company's organ with main functions to supervise the management of the Company by the Board of Directors and its management. The Board of Commissioners provides opinions, recommendations and directives to the Board of Directors related to the policies and actions taken by the Board of Directors, so as to fulfill good corporate governance principles, and in accordance with the Company's Articles of Association as well as the Laws and Legislations. In implementing its duties, the Board of Commissioners is assisted by the Audit Committee, Risk Management Committee, Nomination & Remuneration Committee, as well as Corporate Governance Committee.

Board of Commissioners Charter

In performing its duties and responsibilities of monitoring the company in a professional, transparent, efficient and effective manner, the Board of Commissioners have stipulated a working guideline (Board of Commissioners Charter) which became a part of Company's Board Manual.

The followings are the outline of Board of Commissioners Charter in the Board Manual:

1. Requirement and Composition of BOC
2. Independent Commissioner
3. Induction and Capabilities Development Program
4. Responsibilities of BOC
5. Duties and Responsibilities of BOC
6. Authorities of BOC
7. Rights of BOC
8. Profession Ethics
9. Decision Making Process

10. Meetings of BOC
11. Preparation of Minutes of Board of Commissioners' Meeting
12. Performance Evaluation of BOC
13. Supporting Organs of BOC (BOC Committees)

Duties and Responsibilities

The duties of the BOC are as follows

1. Supervise management policies, management processes in general, both regarding the Company and the Company's business, and provide advice to the Directors that include:
 - a. Scrutinizing, analyzing and signing the Annual Financial Report.
 - b. Supervision on annual budget, business plans and preparation of business strategy of the Company.
 - c. Supervision on the running of the Company and the Company's business in general.
 - d. Supervision on the GCG implementation and business risk management implementation by the BOD.
2. Carry out supervision to:
 - a. Ensure the effectiveness of internal control system and ensure the effectiveness of tasks implementation of External Auditor and Internal Auditor.
 - b. Ensure there is no violation of business ethics.
3. Assess the performance of the BOD

4. Give suggestions for the following matters:
 - a. Propose nomination procedure for members of BOC and BOD to the share holders.
 - b. Propose remuneration system for the BOC and BOD to be approved in the GMS.
5. Keeping up with the development of the Company's activities and in the event that the Company shows symptoms of setbacks immediately provide suggestions and corrective steps that must be taken to the BOD.
4. Keeping up with the Company's activities, provide opinion and suggestion to the AGM concerning every issue that is deemed important by the Company management.
5. In certain condition, the BOC is obligated to hold Annual GMS and other GMS according to its authority as regulated in the prevailing laws and regulations and the Company's Articles of Association.
6. Provide suggestion and advice to solve issues to the BOD if there is any indication of Company's performance decline.
7. Carry out duties with full responsibility and does not perform disgraceful behavior, without ulterior motives for interests of personal, family, crony or group.
8. Carry out duties and responsibilities with good faith, full responsibility and with prudence.
9. Carry out supervision on compliance to prevailing laws and regulations and Company's Articles of Association.
10. Carry out supervision on adherence to confidentiality of Company's information that is not public information.
11. Other responsibilities in accordance with the Company's Articles of Association.

The responsibilities of the BOC are as follows:

1. The BOC must be with good faith and prudence as well as responsible in carrying out supervisory duties and providing advice to the Directors for the interests of the Company and in accordance with the aims and objectives of the Company.
2. Every member of BOC must carry out his/her duties with full responsibility and does not perform disgraceful behavior in any form.
3. Provide opinion and suggestion to the GMS concerning the Budget Plan and Company's Budget proposed by the BOD.

Segregation of Duties of the Board of Commissioners

The following are the roles based on the position of the Board of Commissioners:

POSITION	ROLE IN PERFORMING COMPANY'S COMMITTEE FUNCTION
President Commissioner concurrently as Independent Commissioner	To monitor and supervise the activity of Corporate Governance Committee.
Commissioner	To conduct functions and responsibilities as a member of Corporate Governance Committee.
Independent Commissioner	To monitor and supervise the activity of Audit Committee and Nomination and Remuneration Committee, as well as to conduct functions and responsibilities as a member of Investment and Risk Management Committee.



Board of Commissioners Composition

Pursuant to the resolutions of Annual General Meeting of Shareholders dated June 24, 2020, the composition and appointment of the Board of Commissioners up to the end of 2023, are as follows:

COMPOSITION		FIRST APPOINTMENT			FOCUS OF MONITORING AREAS
POSITION	NAME	GENERAL MEETING OF SHAREHOLDERS	DOCUMENTS	RATIFICATIONS	
President Commissioner concurrently as Independent Commissioner	Sutanto	May 16, 2019	Deed dated June 14, 2019 No. 17	AHU-AH.01.03-0289910, dated June 25, 2019	To monitor and supervise the activity of Corporate Governance Committee.
Commissioner	Armansyah Yamin	June 30, 2009	Deed dated July 7, 2009 No. 33	AHU-AH.01.10-12847, dated August 12, 2009	To conduct functions and responsibilities as a member of Corporate Governance Committee.
Independent Commissioner	Firmanzah	April 27, 2018	Deed dated May 17, 2018 No. 79	AHU-AH.01.03-0206828, dated May 21, 2018	To monitor and supervise the activity of Audit Committee and Nomination and Remuneration Committee, as well as to conduct functions and responsibilities as a member of Investment and Risk Management Committee.

Delegation of Authority

A member of Board of Commissioners may delegate his/her authorities to another member of Board of Commissioners by issuing a written proxy made specifically for the occasion with adherence to the Board Manual.

During 2020 there were several delegation of authority among Board of Commissioners members to attend meeting and/or to make decisions as follows.

NO.	DATE OF LETTER	DELEGATION FROM	DELEGATION TO	CONCERNING
1.	January 21, 2020	Firmanzah	Armansyah Yamin	Delegation of authority as a member of Board of Commissioners in the period January 22 - 25, 2020
2.	February 18, 2020	Armansyah Yamin	Firmanzah	Delegation of authority as a member of Board of Commissioners in the period February 20 - 24, 2020

Independent Commissioners

Pursuant to the Financial Services Authority Regulation Number 33/POJK.04/2014, stating that the Independent Commissioners shall be constituted as member of the Board of Commissioners, assigned from external party Public Companies, and meeting the requirement as Commissioner.

The Independent Commissioners shall not have any financial, management, ownership and/or familial relations up to the second degree with other members of the Board of Commissioners, Board of Directors and/or controlling shareholders or any relations with the Company that may influence its capabilities to act independently. The main duties of Independent Commissioners are to supervise and maintain the fulfillment of rights and obligations of the minority shareholders.

The requirements of Independent Commissioners shall meet the following criteria:

1. does not work nor constitute any authorities and responsibilities to plan, lead, control, or supervise the activity of the Public Companies in the last 6 (six) month, except the re-appointment as the Independent



- Commissioners of the Issuers or Listed Companies for the next period;
2. does not have any direct or indirect shares in the Public Companies;
 3. does not have Affiliated relations with the Public Companies, members of the Board of Commissioners, members of the Board of Directors, or majority shareholders of the Public Companies; and
 4. does not have direct or indirect business associations that related to the business activity of the Public Companies.

Concurrent Position of Members of the Board of Commissioners

The Regulation of Financial Services Authority Number 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Listed Companies, stipulated that Members of the Board of Commissioners can hold concurrent position as:

1. member of the Board of Directors at maximum 2 (two) other Issuers or Public Companies; and
2. member of the Board of Commissioners at maximum 2 (two) other Issuers or Public Companies..

Pada tahun 2020 keterangan rangkap jabatan Dewan Komisaris adalah sebagai berikut:

NAME	COMPANY	POSITION
Sutanto	PT Gajah Tunggal Tbk	Independent President Commissioner
	PT Sillo Maritime Perdana Tbk	President Commissioner
Armansyah Yamin	PT Bakrieland Development Tbk	Commissioner
Firmanzah	-	-

Shares Ownership of Members of the Board of Commissioners

The Company also requests that member of the Board of Commissioners shall disclose the shares ownership both in the Company as well as other companies, domiciled both in Indonesia and overseas, in which report must be renewed annually.

The following are the Board of Commissioners members ownership of Company shares per December 30, 2020:

NAME	POSITION	SHARES OWNERSHIP (UNITS)	OWNERSHIP PERCENTAGE
Sutanto	President Commissioner concurrently as Independent Commissioner	0	0
Armansyah Yamin	Commissioner	7,926,799	0.04
Firmanzah	Independent Commissioner	0	0

Induction Program for the Board of Commissioners

Induction Program implementation is vital considering the variety of background of Board of Commissioners member. Induction Program can be carried out in the form of presentation, meeting, or visit to Company facilities. Induction Program can also be in the form of other programs deemed necessary by the Company. The Induction Program procedures cover the following matters:

1. Induction Program about the Company must be presented to Board of Commissioners members in their first time of serving as Company Board of Commissioners.
2. President Commissioner holds the responsibility of Induction Program implementation. If the President Commissioner is absent or he/she is a participant of the Induction Program, the responsibility is held by the Board of Directors.
3. The Induction Program topic includes introductory to Company's business activities, financial and operational performance, short term and long term work plan, Good Corporate Governance principles, authorities that are permitted to be delegated, internal and external audit, Internal Control System, the Board of Commissioners Supporting Committees, duties and responsibilities of the Board of Commissioners and Board of Directors, and other strategic issues..

In 2020 the induction program was not carried out because there were no member of Board of Commissioners who joined PT Bakrie & Brothers Tbk for the first time as members of Company's Board of Commissioners in that year.

The Board of Commissioners Capabilities Development Program

The Company holds the development and training programs for the Board of Commissioners, which were relevant to the main functions of the Board of Commissioners, including topics related to the Company's business strategy, regulations and legislations, as well as information and guideline on industries and economics issues that can provide future business direction for the Company.

In 2020 the Board of Commissioners members attended several development and training activities held by Company as well as external parties.

Meetings of the Board of Commissioners

The Board of Commissioners holds the Board of Commissioners' meeting, or attends the meeting held by the Committees under the Board of Commissioners, or attends the joint meeting with the Board of Directors and other company's organs.

Commissioners Attendance at the Board of Commissioners Internal Meeting

The Company's Articles of Association stipulates the Board of Commissioners to hold an internal meeting at least 6 (six) times per year. During 2020, the Board of Commissioners meeting attendance is as follows:

NO.	DATE	AGENDA	BOARD OF COMMISSIONERS			
			STT	BGU*	AY	FIZ
1	January 8, 2020	Discussion of Business and Budget Planning 2020	0	1	1	1
2	February 27, 2020	Discussion of Annual Report 2019	1	1	1	1
3	March 10, 2020	Discussion on the Impact of the COVID 19	1	1	1	1
4	March 27, 2020	Discussion of Financial Report 2019	1	1	1	1
5	April 29, 2020	Discussion of Financial Report Semester I 2020	1	1	1	1
6	May 6, 2020	Discussion of Stressed Test Budget	1	1	1	1
7	July 29, 2020	Discussion of Financial Report Middle Year 2020	1	-	1	1
8	October 26, 2020	Discussion of Financial Report Quarter III 2020	1	-	1	1
9	December 17, 2020	Discussion of Budget 2021	1	-	1	1
TOTAL:			8	6	9	9
ATTENDANCE PERCENTAGE			89%	100%	100%	100%

Note:

STT : Sutanto
BGU : Bobby Gafur S. Umar
AY : Armansyah Yamin
FIZ : Firmanzah

*) Bobby Gafur S. Umar (BGU) held the position of Commissioner until Annual General Meeting of Shareholders in June 24, 2020

- : Not yet / no longer served

0 : Did not attend

1 : Attended

Working Relations of the Board of Commissioners and Directors

The Board of Commissioners has the responsibility to supervise the Company's management by the Board of Directors and its management. To that end, the Board of Commissioners and Directors shall maintain a harmonious and synergic working relations, in accordance with the Company's Articles of Association. The Board of Commissioners and Board of Directors are stipulated by the Company's Articles of Association to hold a joint meeting at least 3 (three) times per year. During 2020, the Board of Commissioners and Board of Directors held 30 (thirty) Joint Meetings, with the following detailed agenda and attendance:

NO	DATE	AGENDA	BOARD OF COMMISSIONERS				BOARD OF DIRECTORS					
			STT	BGU*	AY	FIZ	ANB	AAB	RH	AAP	DTW	YS
1	March 10, 2020	Meeting of BOC, BOD and CEO of BNBR Business Units	1	1	1	1	1	1	1	1	1	1
2	March 12, 2020	Meeting of BOC, BOD and CEO of BNBR Business Units (Continuation)	1	1	1	1	1	1	1	1	1	1
3	March 26, 2020	Presentation of Q4 2019 Full Year + Q1 2020 Performance of PT Bakrie Metal Industries	1	1	1	1	1	1	1	1	1	1
4	March 26, 2020	Presentation of Q4 2019 Full Year + Q1 2020 Performance of PT Multi Kontrol Nusantara	1	1	1	1	1	1	1	1	1	1

NO	DATE	AGENDA	BOARD OF COMMISSIONERS				BOARD OF DIRECTORS					
			STT	BGU*	AY	FIZ	ANB	AAB	RH	AAP	DTW	YS
5	March 26, 2020	Presentation of Q4 2019 Full Year + Q1 2020 Performance of PT Bakrie Autoparts	1	1	1	1	1	1	1	1	1	1
6	March 26, 2020	Presentation of Q4 2019 Full Year + Q1 2020 Performance of PT Bakrie Building Industries	1	1	1	1	1	1	1	1	1	1
7	March 26, 2020	Presentation of Q4 2019 Full Year + Q1 2020 Performance of PT Bakrie Indo Infrastructure	1	1	1	1	1	1	1	1	1	1
8	March 27, 2020	Presentation of BNBR 2019 Full Year Financial Report	1	1	1	1	1	1	1	1	1	1
9	April 29, 2020	Presentation of Q1 2020 Financial Report	1	1	1	1	1	1	1	1	1	1
10	May 6, 2020	Meeting of BOC and BOD concerning 2020 Stress Budget Presentation	1	1	1	1	1	1	1	1	1	1
11	June 19, 2020	Meeting of BOC, BOD and CEO of BNBR Business Units	1	1	1	1	1	1	1	1	1	1
12	June 22, 2020	Kick Off Meeting for BNBR 2020 AGMS & EGMS	1	1	1	1	1	1	1	1	1	1
13	June 24, 2020	RUPST & RUPSLB BNBR 2020	0	1	0	1	1	1	1	1	1	1
14	July 29, 2020	Presentation of BNBR 2020 Interim Financial Report	1	-	1	1	1	1	1	1	1	1
15	August 13, 2020	Presentation of Q2 2020 Performance of PT Bakrie Indo Infrastructure	1	-	1	1	1	1	1	1	1	1
16	August 13, 2020	Presentation of Q2 2020 Performance of PT Bakrie Building Industries	1	-	1	1	1	1	1	1	1	1
17	August 14, 2020	Presentation of Q2 2020 Performance of PT Bakrie Metal Industries	1	-	1	1	1	1	1	1	1	1
18	August 14, 2020	Presentation of Q2 2020 Performance of PT Bakrie Autoparts	1	-	1	1	1	1	1	1	1	1
19	August 14, 2020	Presentation of Q2 2020 Performance of PT Multi Kontrol Nusantara	1	-	1	1	1	1	1	1	1	1
20	August 14, 2020	Presentation of Q2 2020 Performance of PT Bakrie Solusi Strategis	1	-	1	1	1	1	1	1	1	1
21	October 26, 2020	Presentation of Q3 2020 Financial Report	0	-	1	1	0	1	1	1	1	1
22	October 27, 2020	Kick Off Meeting for 2021 Budget of Business Units	1	-	0	1	1	1	1	1	1	0
23	November 3, 2020	Visit and Observation by Assesment Team of Corporate Governance Perception Index (CGPI) 2020	0	-	0	1	0	1	1	1	1	0

NO	DATE	AGENDA	BOARD OF COMMISSIONERS				BOARD OF DIRECTORS					
			STT	BGU*	AY	FIZ	ANB	AAB	RH	AAP	DTW	YS
24	November 25, 2020	Presentation of Q3 2020 Performance + 2021 Budget of PT Bakrie Metal Industries & PT Bakrie Construction	0	-	0	1	1	1	1	1	1	1
25	November 25, 2020	Presentation of Q3 2020 Performance + 2021 Budget of PT Bakrie Pipes Industries & PT South East Asia Pipes Industries	0	-	0	1	1	1	1	1	1	1
26	November 26, 2020	Presentation of Q3 2020 Performance + 2021 Budget of PT Bakrie Autoparts	0	-	0	1	1	1	1	1	1	0
27	November 26, 2020	Presentation of Q3 2020 Performance + 2021 Budget of PT Bakrie Indo Infrastructure	0	-	0	1	1	1	1	1	1	1
28	November 26, 2020	Presentation of Q3 2020 Performance + 2021 Budget of PT Bakrie Building Industries	0	-	0	1	1	1	1	1	1	1
29	November 26, 2020	Presentation of Q3 2020 Performance + 2021 Budget of PT Multi Kontrol Nusantara	0	-	0	1	0	0	1	1	1	1
30	December 17, 2020	Finalization of 2021 Budget & 2022 - 2025 Strategic Plan	1	-	1	1	1	1	1	1	1	1
TOTAL:			21	13	21	30	27	29	30	30	30	27
ATTENDANCE PERCENTAGE:			70%	100%	70%	100%	90%	97%	100%	100%	100%	90%

Note:

STT	: Sutanto	ANB	: Anindya Novyan Bakrie
BGU	: Bobby Gafur S. Umar	AAB	: A. Ardiansyah Bakrie
FIZ	: Firmanzah	AAP	: A. Amri Aswono Putro
AY	: Armansyah Yamin	RH	: Roy Hendrajanto M. Sakti
		DTW	: Dody Taufiq Wijaya
		YS	: R.A. Sri Dharmayanti

*) Bobby Gafur S. Umar (BGU) held the position of Commissioner until Annual General Meeting of Shareholders in June 24, 2020

- : Not yet / no longer served

0 : Did not attend

1 : Attended

Commissioners Attendance in BOC-BOD Joint Meeting

Percentage of Board of Commissioners' attendance in the Board of Commissioners and Directors

Joint Meetings when each member holds the position as Commissioner is as follow:

NAME	TOTAL OF MEETINGS HELD IN A YEAR	ATTENDANCE	PERCENTAGE OF ATTENDANCE IN MEETING
Sutanto	30	21	70%
Bobby Gafur S. Umar*	13	13	100%
Armansyah Yamin	30	21	70%
Firmanzah	30	30	100%

Board of Commissioners Approvals for Transactions Under the Authorities of Board of Directors

Board of Directors has the authorities to perform the following transactions only after gaining written approval from the Board of Commissioners.

1. Accepting financing from other party or giving commitment related to such financing to other party, if the financing amount exceeds the amount specified in the annual budget approved by the Board of Commissioners.
2. Giving financial loans to anyone, except for or not including loans directly related to trading business activities.
3. Binding the Company as guarantor.
4. Hypothecating Company's assets with paying attention to provisions of Company's Articles of Association.
5. Selling or releasing and/or buying or acquiring immovable goods owned by the Company, including the rights on land.
6. Conducting sharing and/or releasing the sharing in other Company.
7. Proposing to issue the shares in the Company.
8. Deciding the annual budget, business plans and preparing the business strategy of the Company.
9. Deciding and/or making alteration to the Company's management structure including appointment of Chief Executive Officer.
10. Other matters regulated in the Company's Articles of Association.

On condition that such action having the value equal to or higher than 20% (twenty percent) of the Company's equity, based on Company Financial Statement, is within 1 (one) or more transactions, whether the transactions are related to each other or not.

The Board of Commissioners Performance Assessment

Performance assessment or evaluation of the BOC is carried out based on the following principles:

1. Performance of BOC and members of BOC will be evaluated by the shareholders in the GMS.
2. In general, performance of the BOC is stipulated based on its duties and responsibilities as stated in prevailing laws and regulations, the Company's Articles of Association, and mandate from the shareholders. Formal evaluation criteria are openly conveyed to the member of BOC since his/her appointment date.
3. Result of evaluation on the performance of the BOC as a whole and performance of each member of BOC as an individual will be an integral part in the compensation and incentives giving scheme for members of BOC. Performance evaluation result of each member of BOC as an individual act as a rationale for shareholders to dismiss and/or re-appoint concerned member of BOC. The aforementioned performance evaluation result is a means of evaluating and increasing the effectiveness of the BOC.

Board of Commissioners KPI

The performance indicators for Board of Commissioners is formulated according to Duties and Responsibilities of Board of Commissioners which was stipulated based on Company's Articles of Association and prevailing rules and regulations. The following is table of parameters for Board of Commissioners performance self-assessment:

NO	PARAMETER	WEIGHTING
1.	Review on company's longer-term objectives and strategic options for achieving them.	20%
2.	Review on company's basic philosophy: corporate values, code of ethics, code of conducts and corporate social responsibility.	20%
3.	Review on organizational structure of the company and human resource development programs.	20%
4.	Access to up-to-date information on company's management to ensure effective monitoring.	10%
5.	Routine meeting with President Director to discuss annual plans and budgets as well as its achievement.	10%
6.	Review on company's major decision, ie. future objectives, strategies, policies, major investment and senior executives appointments.	20%
TOTAL		100%

The Board of Commissioners Remuneration

The Company regulates the remuneration stipulations of the Board of Commissioners in 2020, as follows:

POSITION	2020	2019
Board of Commissioners	Rp 10,345,454,862	Rp 10,313,714,055

The Board of Commissioners Allowances and Facilities

The Company regulates the allowances and facilities stipulations of the Board of Commissioners in 2020, as follows:

NO	ALLOWANCES & FACILITIES	ALL MEMBERS OF BOARD OF COMMISSIONERS
1	Religious Allowance	Paid for 1 (one) month salary.
2	Vehicles Allowance	Conform to prevailing Company policy.
3	Communication Allowance	Conform to prevailing Company policy.
4	Health Facility	Paid as much as 85% from total expense.
5	Transportation Facility	Conform to prevailing Company policy.
6	BPJS Worker and Health	Conform to UU RI No.40 year 2004 concerning National Social Security System and UU RI No.24 year 2011 concerning Social Security Administrative Body.
7	Tenure Appreciations	Reward is given for every 5 years of job tenure.
8	Out of Town Duty Allowance	Conform to prevailing Company policy.
9	Executive Club Membership	Conform to prevailing Company policy.
10	Leave Days Allowance	Paid as much as 1 (one) month salary after 12 months of tenure.

BOARD OF DIRECTORS

The Board of Directors is the Company's organ with full authority and responsibility on the Company's management for the interest of the Company, in accordance with the Company's objectives. The duties of the Board of Directors include representing the Company both within and outside of the court in accordance with the Articles of Association.

Board of Directors Charter

In performing its duties and responsibilities of monitoring the company in a professional, transparent, efficient and effective

manner, the Board of Directors have stipulated a working guideline (Board of Directors Charter) which became a part of Company's Board Manual.

The followings are the outline of Board of Directors Charter in the Board Manual:

1. Functions of BOD
2. Duties and Authorities of BOD
3. Rights and Obligations of BOD
4. Requirements of BOD Member
5. Concurrent Positions
6. Appointment Procedures
7. Tenure
8. Resignation and Temporary Dismissal
9. Composition and Segregation of Duties of BOD
10. Profession Ethics of BOD
11. Meetings of BOD
12. Performance Evaluation of BOD
13. Supporting Organs of BOD (Senior Management and Committee)

Duties and Responsibilities of the Board of Directors

BNBR's Board of Directors holds several main duties in the management of the Company, which are:

Strategic Duties

1. Manage the Company to achieve its targets.
2. Stipulate annual budget, business plan, and prepare business strategy.
3. Prepare long term plan.
4. Provide suggestions and inputs, as well as approve the formulation of business strategy and report it to the BOC.
5. Discuss and approve policies related to strategy implementation.

6. Provide suggestions and inputs, as well as approve the business plan and report it to the BOC.
7. Establish and enact the Corporate values.
8. Provide suggestions and inputs, as well as approve the organization structure.
9. Establish effective internal control system.
10. Ensure the Company complies to every prevailing laws and regulations and GCG principles.

Operational Duties

1. Review and approve annual work plan and annual budget.
2. Provide inputs to the Chief Financial & Investment Officer (CFIO) about matters that are affecting investment portfolio, business development strategy, investor relations, and other matters related with controlling activities of business units.
3. Provide suggestions and inputs on nomination and termination of management.
4. Prepare and deliver accountability report and annual report to the GMS.
5. Give periodic report and other reports to the BOC and shareholders.
6. Provide suggestions and approval for Company's wealth management.
7. Approve operational action and transaction of the Company.
8. Provide accurate information and guarantee to public user of Company's products and services.

Legal and Administrative Duties

1. Review and enact accounting system.
2. Provide suggestions and approval for bookkeeping and administration.
3. Carry out GMS.
4. Prepare and maintain Share Registrar (DPS), special list, minutes of GMS, and minutes of BOD meeting.
5. Guarantee that there is no deviation in the Company's activity.

Segregation of Duties of the Board of Directors

Whereas, the division of the Board of Directors duties in accordance with its functions and positions are as follows:

President Director & Chief Executive Officer (CEO)

Assigned to formulate the Company's strategic and general policies, coordinates the Company management and supervision with all members of the Board of Directors, including the implementation and execution of business strategy, formulates the portfolio strategy and investment transactions, or to review the strategic alliance of mutual benefits with other parties.

The President Director is responsible on the implementation of the Company internal control system and risk management effectiveness, as well as the performance evaluation of members of the Board of Directors that comprising of Chief Financial & Investment Officer (CFIO), Chief Business Officer (CBO), Chief Legal Officer (CLO), and Chief Risk Officer (CRO), as well as other Chiefs in the Executive Management Team composition.

The President Director is also assigned to review and approve performance of Business Units, as well as guide and approve statement and information that are going to be communicated to the media / public / investors.

Vice President Director

Assigned to carry out benchmarking study of Company and Business Units' competitive advantage, provides support Business Units' performance improvement, reviews and monitors the performance of Business Unit and Company's business, provides support to Business Units to create innovations with regards to Company strategic plan.

Collaborates with President Director to formulate the Company's strategic and general policies, coordinates the Company management and supervision with all members of the Board of Directors. Assists and supports President Director to implement and execute business strategy, formulates portfolio strategy and investment transaction, or probes strategic alliances that brings mutual benefits with other party.

Collaborates with President Director to ensure implementation of the Company internal control system and risk management effectiveness, as well as the performance evaluation of members of the Board of Directors that comprising of Chief Financial & Investment Officer (CFIO), Chief Business Officer (CBO), Chief Legal Officer (CLO), and Chief Risk Officer (CRO), as well as other Chiefs in the Executive Management Team composition

Director and Chief Financial & Investment Officer (CFIO)

Assigned to formulate portfolio strategy, investment plan, and policy for investment, divestment and financing activities, as well as coordinate working process of the "Investment, Finance, Risk, Legal, Strategy and Business Control Working Group" (IFRLS-WG) in carrying out review on every investment, divestment, and financing transaction proposal within the Company and Business Units.

In charge of directing the financial planning process along with its adjustments and controls, implementing financial accounting process governance and ensuring the fulfillment of financial reporting obligations, as well as directing and supervising effective taxation practices, treasury operations, asset and liability management, and financial structuring.

The duties of CFIO includes formulating and coordinating transaction of investment instruments trading, as well as responsible for activities related with Company's investor relations as well as strategic planning, business planning, and controlling business units within the Company.

Director and Chief Business Officer (CBO)

Assigned to develop and look for new project / business ideas and analyze the initial feasibility of these ideas, approaches strategic partners, as well as analyzing and evaluating business plans for approval from the Board of Directors.

CBO is responsible to develop communication strategies with strategic partners, government agencies and other external parties, as well as coordinating the development of standard operating systems and procedures to be applied operationally.

Director and Chief Legal Officer (CLO)

Assigned to formulate, develop and implement the strategic policy and the Company's operational in legal fields, as well as to coordinate all activities and implementation governance of Legal Division, including to develop Legal Division Work and Budget Plan.

CLO is responsible to develop all administrations, systems and information of the Company's Legal Division, as well as providing legal

considerations in every measure conducted by the Company. CLO periodically provided activity report of Legal Division to the CEO.

Director and Chief Risk Officer (CRO)

Assigned to assist the CEO or the Board of Directors in the overall implementation of the Company's risk management, through the implementation of Enterprise Risk Management program in accordance with international standards.

CRO is responsible to stipulate the Company standard operating procedures, and to cooperate with the CIO and Investment and Risk Management Committee in conducting risk management process, as well as implementing the compliance frameworks. CRO is periodically provided report to the CEO and coordinated with the Investment and Risk Management Committee.

Board of Directors Composition

BNBR is led by the President Director/Chief Executive Officer and assisted by the members of the Board of Directors, of whom are selected, appointed, and terminated through GMS. Pursuant to the resolutions of Annual General Meeting of Shareholders dated June 24, 2020, the composition and appointment of the Board of Directors up to the end of 2023, are as follows:

COMPOSITION		FIRST APPOINTMENT		
POSITION	NAME	GENERAL MEETING OF SHAREHOLDERS	DOCUMENTS	RATIFICATION
President Director and Chief Executive Officer	Anindya N. Bakrie	May 16, 2019	Deed dated June 14, 2019 No. 17	AHU-AH.01.03-0289910, dated June 25, 2019
Vice President Director	A. Ardiansyah Bakrie	April 27, 2018	Deed dated May 17, 2018 No.79	AHU-AH.01.03-0206828, dated May 21, 2018
Director and Chief Financial & Investment Officer	Roy Hendrajanto M. Sakti	May 16, 2019	Deed dated June 14, 2019 No. 17	AHU-AH.01.03-0289910, dated June 25, 2019
Director and Chief Business Officer	A. Amri Aswono Putro	June 18, 2015	Deed dated September 30, 2015 No. 140	AHU-AH.01.03-0968773, dated October 1, 2015
Director and Chief Legal Officer	R.A Sri Dharmayanti	June 26, 2008	Deed dated July 9, 2008 No. 15	AHU-49901.AH.01.02. Year 2008, dated August 11, 2008
Independent Director and Chief Risk Officer	Dody Taufiq Wijaya	June 19, 2014	Deed dated June 19, 2014 No. 102	AHU-20154.40.22.2014, dated July 16, 2014

Delegation of Authority

A member of Board of Directors may delegate his/her authorities to another member of Board of Directors by issuing a written proxy made specifically for the occasion with adherence to the Board Manual.

During 2020 there was no delegation of authority among Board of Directors members to attend meeting and/or to make decisions.

Concurrent Position of Members of the Board of Commissioners

The Regulation of Financial Services Authority Number 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Listed Companies, stipulated that Members of the Board of Directors can hold concurrent position as:

1. member of the Board of Directors at maximum 1 (one) other Issuers or Public Companies;
2. member of the Board of Commissioners at maximum 3 (three) other Issuers or Public Companies; and/or
3. member of committee at maximum 5 (five) committees in Issuers or Public Companies in which the aforementioned also holds the position as member of Board of Directors or Board of Commissioners.

The following are the Board of Directors' description on concurrent position in 2020:

NAME	COMPANIES	POSITION
Anindya N. Bakrie	PT Bakrie Sumatera Plantations Tbk PT Intermedia Capital Tbk PT Visi Media Asia Tbk	Commissioner President Commissioner President Director
A. Ardiansyah Bakrie	PT Visi Media Asia Tbk	Vice President Director
Roy Hendrajanto M. Sakti	-	-
A. Amri Aswono Putro	-	-
R.A Sri Dharmayanti	PT Bumi Resources Tbk	Director
Dody Taufiq Wijaya	-	-

Shares Ownership of Members of the Board of Directors

The Company also requests that member of the Board of Directors shall disclose the shares ownership both in the Company as well as other companies, domiciled both in Indonesia and overseas, in which report must be renewed annually.

The following are the Board of Directors members ownership of Company shares in 2020:

NAME	POSITION	SHARES OWNERSHIP (UNITS)	OWNERSHIP PERCENTAGE
Anindya N. Bakrie	President Director	0	0
A. Ardiansyah Bakrie	Vice President Director	0	0
Roy Hendrajanto M. Sakti	Director	0	0
A. Amri Aswono Putro	Director	20,234,000	0.10%
R.A Sri Dharmayanti	Director	13,223,000	0.06%
Dody Taufiq Wijaya	Director	13.223.000	0.06%

Induction Program for the Board of Directors

Induction Program implementation is vital considering the variety of background of Board of Directors member. Induction Program can be carried out in the form of presentation, meeting, or visit to Company facilities. Induction Program can also be in the form of other programs deemed necessary by the Company. The Induction Program procedures cover the following matters:

1. Induction Program about the Company must be presented to Board of Directors members in their first time of serving as Company Board of Directors.
2. President Director holds the responsibility of Induction Program implementation. If the President Director is absent or he/she is a participant of the Induction Program, the responsibility is held by other members of the Board of Directors.
3. The Induction Program topic includes introductory to Company's business activities, financial and operational performance, short term and long term work plan, Good Corporate Governance principles, authorities that are permitted to be delegated, internal and external audit, Internal Control System, the Board of Directors Supporting Functions, duties and responsibilities of the Board of Commissioners and Board of Directors, and other strategic issues.

In 2020 the induction program was not carried out because there were no member of Board of Directors who joined PT Bakrie & Brothers Tbk for the first time as members of Company's Board of Directors in that year.

The Board of Directors Competence Development Program

The Board of Directors has continuous education which is combined in self-study and participation in special education, training, workshops, seminars and conferences that are useful in improving Board of Directors' function effectiveness.

In 2020 the Board of Directors members attend several development and training activities held by the Company as well as external parties.

Board of Directors Meetings

The Board of Directors holds the Board of Directors' meeting, or attends the meeting held by the Committees under the Board of Directors, or attends the joint meeting with the Board of Commissioners and other company's organs.

Directors Attendance in Board of Directors Internal Meeting

The Company's Articles of Association stipulates the Board of Directors to hold an internal meeting at least 12 (twelve) times per year. The Board of Directors holds 30 (thirty) meetings during 2020, with the following details:

NO	DATE	AGENDA	BOARD OF DIRECTORS					
			ANB	AAB	RH	AAP	DTW	YS
1	January 12, 2020	BOD Meeting concerning latest update of BNBR	1	1	1	1	1	1
2	January 31, 2020	BOD Meeting concerning update of BNBR's Projects	1	1	1	1	1	1
3	February 4, 2020	BOD Meeting concerning update of BNBR Business Units	1	1	1	1	1	1
4	February 6, 2020	Meeting of Bakrie Group with Potential Business Partners	1	1	1	1	1	1
5	February 11, 2020	BOD Meeting concerning update of BNBR's Projects	1	1	1	1	1	1
6	February 26, 2020	BOD Meeting concerning latest update of BNBR	1	1	1	1	1	1
7	February 26, 2020	BOD Meeting concerning update of BNBR Business Units	1	1	1	1	1	1
8	March 17, 2020	BOD Meeting concerning update of BNBR's Projects	1	1	1	1	1	1
9	March 30, 2020	BOD Meeting concerning update of BNBR's Projects	1	1	1	1	1	1
10	April 21, 2020	Presentation of 2020 Stress Budget of PT Bakrie Pipes Industries & PT South East Asia Pipes Industries	1	1	1	1	1	1
11	April 21, 2020	Presentation of 2020 Stress Budget of PT Bakrie Metal Industries & PT Bakrie Construction	1	1	1	1	1	1
12	April 21, 2020	Presentation of 2020 Stress Budget of PT Bakrie Autoparts	1	1	1	1	1	1
13	April 22, 2020	Presentation of 2020 Stress Budget of PT Bakrie Indo Infrastructure	1	1	1	1	1	1
14	April 22, 2020	Presentation of 2020 Stress Budget of PT Multi Kontrol Nusantara	1	1	1	1	1	1
15	April 22, 2020	Presentation of 2020 Stress Budget of PT Bakrie Building Industries	1	1	1	1	1	1
16	April 22, 2020	BOD Meeting concerning latest update of BNBR	1	1	1	1	1	1
17	April 23, 2020	BOD Meeting concerning latest update of BNBR (Continuation)	1	1	1	1	1	1
18	April 23, 2020	BOD Meeting concerning update of BNBR's Projects	1	1	1	1	1	1
19	April 30, 2020	BOD Meeting concerning update of Electric Vehicle Projects	1	1	1	1	1	1
20	May 5, 2020	BOD Meeting concerning update of Power Plants Projects	1	1	1	1	1	1
21	May 5, 2020	BOD Meeting concerning update of Power Plants Projects (Continuation)	1	1	1	1	1	1
22	May 7, 2020	BOD Meeting concerning latest update of BNBR	1	1	1	1	1	1

NO	DATE	AGENDA	BOARD OF DIRECTORS					
			ANB	AAB	RH	AAP	DTW	YS
23	May 20, 2020	BOD Meeting concerning update of BNBR's Projects	1	1	1	1	1	1
24	June 23, 2020	Meeting of BOD with Senior Managements	1	1	1	1	1	1
25	August 14, 2020	Virtual Meeting of the Bakrie Group Leadership Forum	1	1	1	1	1	1
26	September 17, 2020	Meeting of BOD with Senior Managements	1	1	1	1	1	1
27	October 8, 2020	BOD Meeting concerning latest update of BNBR	1	1	1	1	1	1
28	December 8, 2020	Annual Public Expose Kick Off Meeting	1	1	1	1	1	1
29	December 17, 2020	Annual Public Expose	1	1	1	1	1	1
30	December 17, 2020	BOD Meeting concerning latest update of BNBR	1	1	1	1	1	1
TOTAL:			30	30	30	30	30	30
ATTENDANCE PERCENTAGE:			100%	100%	100%	100%	100%	100%

Keterangan:

ANB : Anindya Novyan Bakrie RH : Roy Hendrajanto M. Sakti
AAB : A. Ardiansyah Bakrie DTW : Dody Taufiq Wijaya
AAP : A. Amri Aswono Putro YS : R.A. Sri Dharmayanti

- : Not yet / no longer served

0 : Did not attend

1 : Attended

Directors Attendance in BOC-BOD Joint Meeting

During 2019, the Board of Commissioners and Board of Directors held 30 (thirty) Joint Meetings, with detailed agenda and attendance as described in this Annual Report page 137 - 139.

Percentage of Directors' attendance in the Board of Commissioners and Directors Joint Meetings are as follow:

NAME	TOTAL OF MEETINGS HELD IN A YEAR	ATTENDANCE	PERCENTAGE OF ATTENDANCE IN MEETING
Anindya N. Bakrie	30	27	90%
A. Ardiansyah Bakrie	30	29	97%
Roy Hendrajanto M. Sakti	30	30	100%
A. Amri Aswono Putro	30	30	100%
R.A Sri Dharmayanti	30	27	90%
Dody Taufiq Wijaya	30	30	100%

Board of Directors Performance Assessment

The performance assessment process of Board of Directors is carried out by the Nomination and Remuneration Committee based on the Bakrie Performance Contract which includes:

1. Performance Planning

Beginning-of-year activity which is a part of performance management, implemented as a derivative of annual business strategy plan.

2. Performance Review

The process of reviewing the performance of each member of the Company's Board of Directors for 1 (one) year.

3. Performance Evaluation

The process of evaluating the performance of each member of the Company's BOD which is based on review of suitability between performance planning with company strategy and 6 (six) months performance result review to achieve maximum results.

Performance Assessment of every Director is done individually based on achievement of Key Performance Indicator which has been agreed in the beginning of every year during the Performance Planning process.

As an illustration, parameters for Board of Director performance assessment in Owner / Shareholders Point of View are shown in the following table, these parameters are also applied in performance assessment of Board of Directors of BNBR business units which have the status of Parent Company.

NO	KPI	BOBOT
1.	Integrity	34%
2.	Leadership	33%
3.	Reporting and Control System	33%
TOTAL		100%

The Board of Directors Remuneration

Perusahaan mengatur penetapan remunerasi Direksi pada tahun 2020 sebagai berikut:

POSITION	2020	2019
Board of Directors	Rp 42,791,154,573	Rp 47,142,752,304

The Board of Directors Allowances and Facilities

The Company regulates the allowances and facilities stipulations of the Board of Directors in 2020, as follows:

NO	ALLOWANCES & FACILITIES	ALL MEMBERS OF BOARD OF DIRECTORS
1	Religious Allowance	Paid for 1 (one) month salary.
2	Housing Allowance	Conform to prevailing Company policy.
3	Vehicles Allowance	Conform to prevailing Company policy.
4	Communication Allowance	Paid at cost.
5	Health Facility	Paid as much as 85% from total expense.
6	Transportation Facility	Conform to prevailing Company policy.
7	BPJS Worker and Health	Conform to UU RI No.40 year 2004 concerning National Social Security System and UU RI No.24 year 2011 concerning Social Security Administrative Body.
8	Pension Fund	Monthly premium: 7.95% of gross salary.
9	Tenure Appreciations	Reward is given for every 5 years of job tenure.
10	Out of Town Duty Allowance	Conform to prevailing Company policy.
11	Executive Club Membership	Conform to prevailing Company policy.
12	Leave Days Allowance	Paid as much as 1 (one) month salary after 12 months of tenure.

AFFILIATED RELATIONS OF THE BOARD OF COMMISSIONERS AND DIRECTORS

BNBR's Board of Commissioners and Directors do not hold concurrent position as members of the Board of Commissioners and Directors of the Controlling Shareholders, and do not have familial relations nor financial relations with members of the Directors and or Board of Commissioners and or the Controlling Shareholders.

With this independent status, BNBR's Board of Directors strives to act independently, in which are not posses any conflicts of interest that may disrupt its capabilities to implement duties independently and critically, both in the relations between the Board or towards the Board of Commissioners.

BOARD OF COMMISSIONERS & DIRECTORS	FAMILIAL RELATIONS WITH						FINANCIAL RELATIONS WITH						DESCRIPTION ON FAMILIAL RELATIONS AND/OR FINANCIAL RELATIONS
	BOARD OF COMMISSIONERS		DIRECTORS		CONTROLLING SHAREHOLDERS		BOARD OF COMMISSIONERS		DIRECTORS		CONTROLLING SHAREHOLDERS		
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	
Sutanto	-	√	-	√	-	√	-	√	-	√	-	√	-
Armansyah Yamin	-	√	√	-	-	√	-	√	-	√	-	√	Uncle of Anindya N. Bakrie and A. Ardiansyah Bakrie
Firmanzah	-	√	-	√	-	√	-	√	-	√	-	√	-
Anindya N. Bakrie	√	-	√	-	-	√	-	√	-	√	-	√	Nephew of Armansyah Yamin, sibling of A. Ardiansyah Bakrie and cousin of Roy Hendrajanto M. Sakti
A. Ardiansyah Bakrie	√	-	√	-	-	√	-	√	-	√	-	√	Nephew of Armansyah Yamin, sibling of Anindya N. Bakrie cousin of Roy Hendrajanto M. Sakti
Roy Hendrajanto M. Sakti	-	√	√	-	-	√	-	√	-	√	-	√	Cousin of Anindya N. Bakrie and A. Ardiansyah Bakrie
A. Amri Aswono Putro	-	√	-	√	-	√	-	√	-	√	-	√	-
R.A Sri Dharmayanti	-	√	-	√	-	√	-	√	-	√	-	√	-
Dody Taufiq Wijaya	-	√	-	√	-	√	-	√	-	√	-	√	-

DIVERSIFICATION POLICY ON THE BOARD OF COMMISSIONERS AND DIRECTORS COMPOSITION

The Company presents the opportunity and chance for the best and selected Bakrie people to serve the position and authority as the Director, or Commissioner, with equality in age and gender, as well as educational background. The Company, yet, shall provides firm consideration on the candidates experience background and milestones.

All BNBR's Board of Directors and Commissioners shall conducts and passes the Fit and Proper test, both internally as well as by the Regulations from the relevant Regulators/Institutions.

The following are the diversity in BNBR's Board of Commissioners and Directors composition in 2020.



Diversity Based on Age

	30 – 40 YO	40 – 50 YO	50 – 60 YO	60 YO<
Board of Commissioners	-	1	-	2
Board of Directors	-	3	3	-

Diversity Based on Gender

	MALE	FEMALE
Board of Commissioners	3	-
Board of Directors	5	1

Diversity Based on Experience with Equal Position of Directors and or Commissioners

	5 – 10 YO	11 – 15 YO	16 – 20 YO	21 YO<
Board of Commissioners	1	2	-	-
Board of Directors	1	5	-	-

Diversity Based on Education

	GRADUATES	POST GRADUATES	HONORARY DEGREE	HONORARY MEMBER
Board of Commissioners	1	1	1	-
Board of Directors	1	5	-	-

SECRETARY TO THE BOARD OF COMMISSIONERS

Secretary to the Board of Commissioners is appointed by and responsible to the Board of Commissioners. The responsibilities of Secretary to the BOC are to manage the administration and the implementation of Good Corporate Governance in assisting the BOC to conduct an effective supervision function.

The Board of Commissioners appointed Arief Dhani as Secretary to the Board of Commissioners as stated in the Decision Letter of Board of Commissioners No. 22/SK-DEKOM/BNBR/VIII/2018 dated August 8, 2019.



ARIEF A. DHANI, SE, MM, CPA, CA

Arief A. Dhani, an Indonesian, born in 1971. Began his career as an auditor in Public Accounting Firm Drs Hadi Sutanto & Partners / Pricewaterhouse Coopers. He then served as Partner in Public Accounting Firm RSM AAJ Associates, and then Partner in the Public Accounting Firm Arman Dhani & Partners. He was a lecturer in the Economy Faculty of the University of Indonesia. Currently, other than being a Public Accountant, he also serves as audit committee in other listed companies. He earned an Economics degree majoring in Accounting from the University of Indonesia and Master of Management degree in finance from the University of Pelita Harapan.

Competence Development Program for the Secretary to the Board of Commissioners

Secretary to the Board of Commissioners has continuous education which is combined in self-study and participation in special education, training, workshops, seminars and conferences that are useful in its function effectiveness.

THE BOARD OF COMMISSIONERS SUPPORTING COMMITTEES

In implementing its supervisory functions on the company's management, the Board of Commissioners establishes supporting committees chaired by one of the Independent Commissioner.

Audit Committee

Audit Committee is established by and responsible to the Board of Commissioners. The Committee's duties are to assist the Board of Commissioners in conducting supervisory functions on matters pertaining to the financial information, internal control, risk management and compliance towards the applicable legislations.

The company's Audit Charter and OJK regulation number 55/POJK.04/2015 concerning the Establishment and Audit Committee Implementation Guidelines directs the implementation of Audit Committee's duties. The Audit Charter elaborates the duties, roles and functions of the Committee comprehensively.

Duties and Responsibilities of Audit Committee

As stipulated in the Audit Charter, the Audit Committee's duties are to assist the Board of Commissioners in its supervisory functions in accordance with the implementation of Good Corporate Governance. The Audit Committee acts independently in implementing its duties and responsibilities.

The Audit Committee's Duties and Responsibilities are regulated as follows:

1. Reviewing the financial information, which will be published by the company such as financial reports, projections, and other reports on the company's financial information;
2. Reviewing the compliance towards regulations related to the company's activity;
3. Providing independent opinions in the event of disagreements between the management and the External Auditor on the tendered services;
4. Providing recommendations to the Board of Commissioners on the appointment of External Auditor based on independency, scope of works, and fees;
5. Reviewing the auditing works of the internal auditor and follow-up actions by the Board of Directors on the internal auditor's findings;
6. Reviewing the implementation of risk management conducted by the Board of Directors, if the Company does not have a risk oversight function under the Board of Commissioners;
7. Reviewing the whistleblowing related to the company's accounting process and financial reporting;
8. Reviewing and providing advise to the Board of Commissioners pertaining to the potential of conflicts of interest in the company;
9. Maintaining the confidentiality of the company's documents, data and information.

Audit Committee's Members Qualifications

Demi melaksanakan tugas dengan baik, Komite Audit harus berisikan anggota yang kompeten dan berkeahlian di bidang audit serta independen. Berikut adalah kualifikasi dan persyaratan Komite Audit Perusahaan:

1. In order to conduct proper duties, the Audit Committee's members shall have the competency and expertise in auditing, and be independent. The following are qualifications and requirements of the Company's Audit Committee: High Integrity, adequate expertise, knowledge, and experience, as well as good communication skills.
2. Good understanding on the financial reports, company's business, audit process, risk management, and has the adequate knowledge on Capital Market laws as well as other related legislations.
3. At least one of the Audit Committee's members has the education background and expertise in accounting or finance.
4. Compliance to the Company's Audit Committee code of conduct.
5. Continuously enhance its competence through education and trainings.
6. Not a representative of Accounting Firm, Legal Consultant Firm, or other parties that provide attestation and non-attestation services, and/or other consultancy services to the Issuers or Listed Companies in the last 6 (six) month.
7. Does not have direct or indirect shares in the Company.
8. In the event of direct or indirect ownership by the members of Audit Committee due to legal actions, he/she therefore shall transferring its shares within 6 (six) month after the ownership to the other parties.

9. Does not have affiliated relations with the Company, Commissioners, Directors, or the Company's Majority Shareholders.
10. Does not have a direct or indirect business relations related to the Company's business activity.
11. Does not have other relations that may influence its ability to act independently.

Audit Committee Independence

All members of Audit Committee have fully fulfilled the independence criteria, as stipulated in the Audit Charter and able to assure independency in every duty and decision-making.

Audit Committee Membership Composition

The Audit Committee is appointed by the Board of Commissioners with the professional qualifications to support objectives approach. The Audit

Committee members' tenure may not be longer than the tenure of the Board of Commissioners as stipulated in the articles of association and can be re-elected for the next 1 (one) period after the periodical review by the Board of Commissioners.

Based on the Board of Commissioners' Decree No. 19/SK-DEKOM/BNBR/VI/2019 the Audit Committee composition for the period of 2019 - 2021 is as follows:

1. Chairman : Firmanzah
2. Member : Irwan Sjarkawi
3. Member : Arief A. Dhani

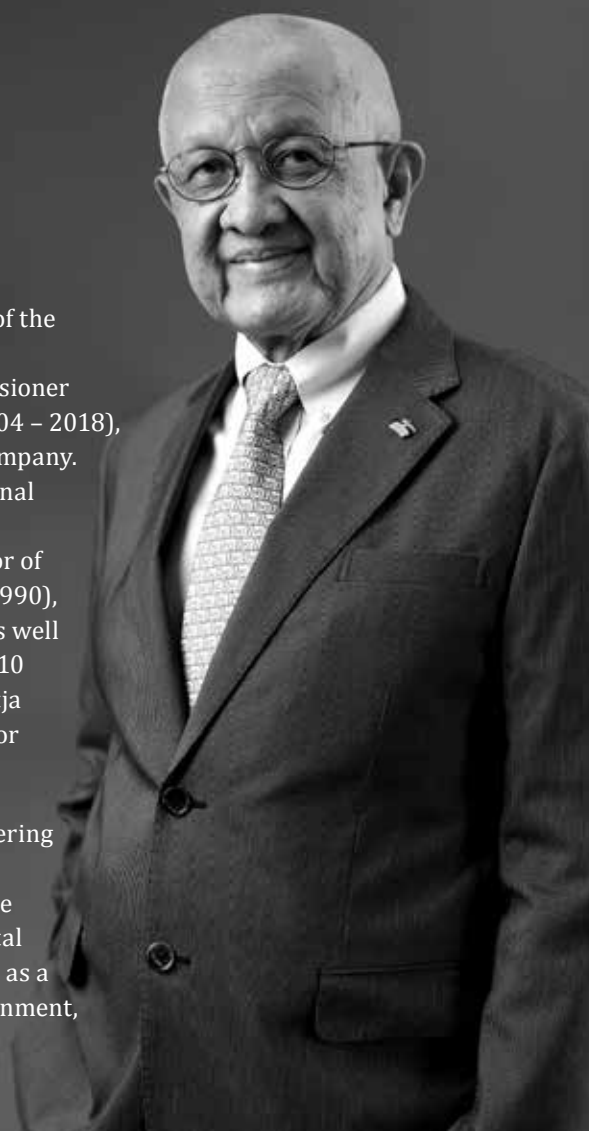
Profile of Audit Committee Members

1. Firmanzah (see profile of Board of Commissioners)
2. Irwan Sjarkawi (see profile below)
3. Arief A. Dhani, SE, MM, CPA, CA (see profile of Secretary to the Board of Commissioners)

IRWAN SJARKAWI

Irwan Sjarkawi is an Indonesian nationality born in Bukittinggi, West Sumatra in 1946. He is a member of the Company's Audit Committee for 2019 – 2021 period. Previously he held the position of President Commissioner and Independent Commissioner of the Company (2004 – 2018), and President Director & CEO (1998-2002) of the Company. Before joining the Company, he started his professional career as a Manager at PT Elektronika Nusantara in 1974, Director of PT Daeng Brothers (Sole Distributor of Philips Telecommunications & Data System) (1980-1990), President Director of PT Pantja Niaga (1991-1998) as well as serving as President Commissioner to more than 10 companies owned by PT Pantja Niaga including Pantja Motor (Sole Agent Isuzu in Indonesia), and as Director of UNIPRO BV, Amsterdam, Holland (1993-2001).

He obtained a Degree in Telecommunication Engineering from Bandung Institute of Technology in 1973 and continued his education in the International Institute of Philips, Eindhoven, Netherlands, majoring in Digital Electronics in 1974. He received an honorary degree as a Senior Fellow of the John F. Kennedy School of Government, Harvard University Cambridge, USA in 2002.



Competence Development Program for Audit Committee Members

Audit Committee Members have continuous education which is combined in self-study and participation in special education, training, workshops, seminars and conferences that are useful in its function effectiveness.

Audit Committee Duties Implementation

In fulfilling its duties, Audit Committee's daily activities are to assist BOC in doing its monitoring function towards BOD and Company's management in the following matters:

1. Reliability of Company's Financial Report and its internal control.
2. Compliance to prevailing law and regulations including all of Company's policies and code of ethics.
3. Qualification, independence, and performance of Company's Independent Auditor.
4. All processes related with risk management and internal control systems.
5. Process and performance of Corporate Internal Audit.

Audit Committee Members Meeting and Attendance

During 2020, in its duties implementation, Audit Committee holds the committee meetings as well as the meeting with the Board of Commissioners, Directors and other organs of the company.

The following are detailed of the Audit Committee Meeting and Attendance in 2020:

NO	DATE	AGENDA	AUDIT COMMITTEE		
			FIZ	IS	AD
1	March 23, 2020	Discussion concerning Public Accounting Firm audit result on 2019 Financial Statement	1	1	1
2	April 8, 2020	Discussion concerning Internal Audit Q1 monitoring result and audit plan	1	1	1
3	May 14, 2020	Discussion concerning Internal Audit monitoring result	1	1	1
4	June 5, 2020	Evaluation of the 2019 financial statement audit	1	1	1
5	July 22, 2020	Discussion concerning Internal Audit monitoring result	1	1	1
6	November 12, 2020	Discussion concerning Internal Audit Q3 monitoring result	1	1	1
7	November 26, 2020	Discussion concerning the appointment of public accounting firm as External Auditor	1	1	1
8	December 21, 2020	Discussion concerning audit plan of 2020 financial statements	1	1	1
TOTAL			8	8	8

Note:

FIZ : Firmanzah
IS : Irwan Sjarkawi
AD : Arief Dhani

Nomination and Remuneration Committee

As stipulated in the Company's Articles of Association and Financial Services Authority Regulation No. 34/POJK.04/2014, the management of nomination and remuneration of the Board of Commissioners and Directors is ratified by the GMS to be implemented by the Board of Commissioners. In its implementation, aligned with GCG implementation, the Board of Commissioners is assisted by the Nomination and Remuneration Committee.

The company's Nomination and Remuneration Committee Charter and OJK regulation number 34/POJK.04/2015 concerning the Nomination and Remuneration Committee of an Issuer or a Public Company directs the implementation of Nomination and Remuneration Committee's duties. The Nomination and Remuneration Committee Charter elaborates the duties, roles and functions of the Committee comprehensively.

Duties and Responsibilities of Nomination and Remuneration Committee

The following are among others the duties and responsibilities of Nomination and Remuneration Committee:

1. Providing direction in leadership and succession plan of key positions as well as the appointment of the members of BOC/BOD, including matters related to the re-appointment and remunerations.
2. Ensuring a transparent remuneration system in the Company, such as salaries or honorarium, fixed benefits and facilities including *tantien* and variables incentives.
3. Reviewing the appropriateness of remuneration system for the Board of Directors and the Board of Commissioners, as well as to recommend any necessary adjustment by taking into account the relations between awarded remuneration levels with the set performance achievements.
4. Providing recommendations on nomination system, transparent remuneration evaluations for the Board of Commissioners, Directors and one-down executives under the Directors for further recommendation to the Board of Commissioners.
5. Reviewing the appropriateness of rewarding policies and the usage of available facilities for the Board of Commissioners, Directors and one-down executives under the Directors, and to provide recommendation on necessary improvements/amendments.
6. Stipulating the policies in the formulation of salary system and benefits rewarding as well as reviewing and recommending the performance achievement, incentives rewarding, pension and compensation systems in the event of employees reduction.
7. Developing the selection criteria and nomination procedures of the members of the Board of Commissioners and Directors, and other executives, and providing recommendation on the number of the Board of Directors and Commissioners.

Nomination and Remuneration Committee Independence

The members of Nomination and Remuneration Committee independently act and able to guarantee its independency in every duties and decision-making.

Nomination and Remuneration Committee Membership Composition

Based on the Board of Commissioners' Decree No. 018/SK-DEKOM/BNBR/VI/2019, as of June 18, 2019 the Nomination and Remuneration Committee composition for the period of 2019 - 2021 is as follows:

1. Chairman : Firmanzah
2. Member : Bobby Gafur S. Umar
3. Member : Okder Pendrian

Furthermore based on the Board of Commissioners' Decree No. 010 /SK-DEKOM/BNBR/VI/2020, as of June 26, 2020, the Nomination and Remuneration Committee's composition according to Decree No. 018/SK-DEKOM/BNBR/VI/2019 was no longer valid and the Nomination and Remuneration Committee composition for the period of 2020 - 2022 is as follows:

1. Chairman : Firmanzah
2. Member : Okder Pendrian
3. Member : Sutanto

Profile of Nomination and Remuneration Committee Members

1. Firmanzah (see profile of Board of Commissioners)
2. Okder Pendrian (see profile of Senior Executives)
3. Sutanto (see profile of Board of Commissioners)



Competence Development Program for Nomination and Remuneration Committee Members

Nomination and Remuneration Committee Members have continuous education which is combined in self-study and participation in special education, training, workshops, seminars and conferences that are useful in its function effectiveness.

Nomination and Remuneration Committee Duties Implementation

In implementing its duties, the Nomination and Remuneration Committees daily activities are to assist the Board of Commissioners in the following matters:

1. Formulate and provide guidance about leadership and succession plan for every key positions and nomination as members of BOC or BOD, as well as other matters related with reappointment and its remuneration.
2. Conduct review and nominates candidate for BOC or BOD member to be appointed and ratified in GMS.
3. Periodically assess the eligibility of a retiring BOC or BOD member for reappointment in GMS.
4. Nominate candidate for C-level executives.
5. Suggest remuneration package for BOC, BOD and C-level executives.

Nomination and Remuneration Committee Members Meeting and Attendance

NO	DATE	AGENDA	NOMINATION & REMUNERATION COMMITTEE			
			FIZ	BGU*	OP	STT**
1	March 10, 2020	Business Unit Performance Development Report Q1 2020	1	1	1	-
2	April 21, 2020	BNBR Corporate Strategy Discussion as Strategic Holding	1	1	1	-
3	May 12, 2020	Business Unit Performance Appraisal for the 2018 fiscal year	1	1	1	-
4	June 9, 2020	The Covid-19 Pandemic Impact Saving & Efficiency Policy	1	1	1	-
5	July 14, 2020	Adjustment of BOD / BOC Remuneration Due to the Impact of the Covid-19 Pandemic	1	-	1	1
6	August 13 - 14, 2020	Business Unit Performance Development Report Q2 2020	1	-	1	1
7	August 25, 2020	Finalization of Business Unit Performance Appraisal Results for fiscal year 2019.	1	-	1	1
8	September 2, 2020	Determination of Reward & Punishment for CEO Business units based on performance assessment results 2019	1	-	1	1
9	October 26, 2020	Business Unit Performance Development Report Q3 2020	1	-	1	1
10	November 9 - 12, 2020	Discussion on the 2021 Budget & 2022 - 2025 Strategic Plan for the Company & Business Units	1	-	1	1
11	December 17, 2020	Finalization of the Company's 2021 Consolidated Budget	1	-	1	1
TOTAL			11	4	11	7

Note:

FIZ : Firmanzah
 BGU : Bobby Gafur S. Umar
 OP : Okder Pendrian
 STT : Sutanto

*J Bobby Gafur S. Umar (BGU) was released from his position as a Member of Nomination and Remuneration Committee on June 26, 2020 as stipulated by the Board of Commissioners' Decree No. 010/SK-DEKOM/BNBR/VI/2020.

**J Sutanto (STT) began his tenure as a Member of Nomination and Remuneration Committee on June 26, 2020 as stipulated by the Board of Commissioners' Decree No. 010/SK-DEKOM/BNBR/VI/2020.

Policies on Board of Directors Succession

Policy on Company's Board of Directors succession is stipulated in Human Resources policy concerning Career Development and Succession Program. In its implementation, Nomination and Remuneration Committee is responsible to lead the succession planning process of Board of Directors, although appointment of a Director must gain approval from GMS. The Company has a policy to do internal promotion wherever possible. Internal candidates for a leader position can be identified and groomed through human resources development program managed by Human Resources division and Bakrie Learning Center.

Investment and Risk Management Committee

The Investment and Risk Management Committee was established to assist the Board of Commissioners in ensuring sound implementation of Good Corporate Governance principles and ensuring that investment activities (including divestment, financing, and other related activities), which are the Company's main business activity, can be carried out in an orderly manner and based on prudent principle to achieve Company's vision, mission and goal. The Investment and Risk Management Committee also assist the Board of Commissioners in developing, implementing and regulating the risk management policies in the Company, as well as responsible of carrying out supervisory on major risk aspects and for the assurance of risks anticipation and mitigation.

In implementing its duties, the Investment and Risk Management Committee cooperates with the Audit Committee and Corporate Risk Management Division.

The Company's Investment and Risk Management Committee Charter directs the implementation of Investment and Risk Management Committee's duties. The Investment and Risk Management Committee Charter elaborates the duties, roles and functions of the Committee comprehensively.

Duties and Responsibilities of Investment and Risk Management Committee

The Investment and Risk Management Committee has the duty of assisting and/or represent the Board of Commissioners to monitor, evaluate, and give input on investment, divestment, as well as risk controlling activities in the following matters:

1. Monitor, evaluate, assess, appraise and give input on adequacy, completeness, and effectivity of control over investment / divestment / funding process, as well as Company risk management.
2. Monitor, evaluate, and give recommendation on policy direction in managing every resources of the Company in efficient and effective manner to be carried out by the Board of Directors and Chief Investment Officer (CIO).
3. Ensure thorough implementation of Company risk management starting from policy formulation, provision of resources and means, completeness of procedures, and implementation practices can be carried out in efficient and effective

manner according to international standard and prevailing rules and regulations.

4. Monitor, evaluate, and give input/recommendation on approval process of investment, divestment, and funding proposal, as well as other related activities. In giving input/recommendation on approval process of investment / divestment / funding proposal, the Committee considers strategic risks (including reputation risk and law / legal / regulation risk), financial risk (including mismatch risk), market / commercial risk, and operation risk affecting the investment, divestment, and funding plan.
5. Assist BOC in carrying out supervision, evaluation, and give input on risk management at all level (Enterprise Risk Management – ERM) to achieve goals and results that are inline and consistent with Company's vision, mission, target, and strategic planning. Including appraisal on risk management policy in terms of risk limit (risk appetite and risk tolerance) set by the Board of Directors, as well as appraisal on efforts to mitigate risks (risk response) through risk mitigation steps.
6. Carry out discussion, evaluation, verification and give recommendation on investment control process and risk management by the BOD and report it to the BOC.
7. Give periodic and/or timely report as requested by BOC.

Investment and Risk Management Committee Membership Composition

Based on the Board of Commissioners' Decree No. 20/SK-DEKOM/BNBR/VI/2019, as of June 18, 2019, the Investment and Risk Management Committee composition for the period of 2019 - 2021 is as follows:

1. Chairman : Anindya N. Bakrie
2. Member : Firmanzah
3. Member : Roy Hendrajanto M. Sakti
4. Member : Arief Dhani
5. Member : Dody Taufiq Wijaya

Profile of Investment and Risk Management Committee Members

1. Anindya N. Bakrie (see profile of Board of Directors)

2. Firmanzah (see profile of Board of Commissioners)
3. Roy Hendrajanto M. Sakti (see profile of Board of Directors)
4. Arief A. Dhani (see profile of Secretary to Board of Commissioners)
5. Dody Taufiq Wijaya (see profile of Board of Directors)

Competence Development Program for Investment and Risk Management Committee Members

Investment and Risk Management Committee members have continuous education which is combined in self-study and participation in special education, training, workshops, seminars and conferences that are useful in its function effectiveness.

Investment and Risk Management Committee Duties Implementation

The Investment and Risk Management Committee assist the Board of Commissioners in conducting its supervision function over the Board of Directors, especially in conducting review, recommendation and assessment to the adequacy, completeness and effectiveness of risk management for the company's activities, including project proposal and implementation.

In executing its function, the Investment and Risk Management Committee gain support from the Board of Directors assisted by Corporate Risk Management (CRM) Division by giving access to source of information including documents required and sufficient facility in performing its function.

Rapat dan Kehadiran Anggota Komite Nominasi dan Remunerasi

NO	DATE	AGENDA	INVESTMENT AND RISK MANAGEMENT COMMITTEE				
			ANB	FIZ	RH	DTW	AD
1	February 19, 2020	Discussion concerning BNBR business development and Risk Culture	1	1	1	1	1
2	May 8, 2020	<ul style="list-style-type: none"> CRM achievement in 2019, and 2020 workplan Risk Assessment Recommendation Sheet (RARS): Covid-19 impact Board Manual dan Corporate Governance Manual improvement 	1	1	1	1	1
3	August 13, 2020	Discussion concerning RARS for the first semester of 2020	1	1	1	1	1
4	November 3, 2020	Discussion of proposed changes to the K&P for periodic reporting on the implementation of Investment, Divestment, & Financing	1	1	1	1	1
TOTAL			4	4	4	4	4

Note:
 ANB : Anindya Novyan Bakrie
 FIZ : Firmanzah
 RH : Roy Hendrajanto M. Sakti
 DTW : Dody Taufiq Wijaya
 AD : Arief Dhani

Corporate Governance Committee

The Corporate Governance (CG) Committee is established to assist the Board of Commissioners' functions in the management and assurance of effectiveness of GCG practices implementation in the Company. The Committee monitors and supports the implementation of GCG principles in accordance with the prevailing legislations and industry standards, as well as ethical norms in the community.

The company's Corporate Governance Committee Charter directs the implementation of Corporate Governance Committee's duties. The Corporate Governance Committee Charter elaborates the duties, roles and functions of the Committee comprehensively.

Duties and Responsibilities of Corporate Governance Committee

1. Assist the Board of Commissioners in supervisory and monitoring function, especially regarding effectiveness of GCG practices implementation in the Company as an effort to increase Shareholders value.
2. Provide recommendations on improvement of GCG implementation in the Company, in accordance with GCG principles.
3. Increase Stakeholders' confidence that the Company is managed in a prudent, professional and reliable manner.
4. Ensure that the implementation of Corporate Governance (CG) principles and sound corporate practices have been carried out in accordance with the demand of rules and regulations, prevailing industry standard, and ethical norms practiced by society .
5. Assist the Board of Commissioners in comprehensively assessing GCG policies formulated by the Board of Directors and Management as well evaluate the consistency of its implementation, including those that are related with business ethics and corporate social responsibility (CSR).
6. Ensure adequacy of structure and process for company organs and company supporting organs have been well fulfilled and carried out in accordance with the demand of prevailing rules and regulations (among others are UU No.40/2007 concerning Limited Liability Company and UU No.8/1995 concerning Capital Market).
7. Ensure, monitor and evaluate implementation of Compliance and Ethics Program including Whistleblowing System have been carried out well.
8. Ensure, monitor and evaluate implementation of reliable internal control system has been carried out in all level of organization and company operation.
9. Ensure, monitor and evaluate as well as provide recommendations on declaration of PT Bakrie & Brothers Tbk Integrity Pact can be implemented gradually according to Company development and needs.
10. If deemed necessary, the CG Committee with approval from the Board of Commissioners may invite independent parties to assess CG implementation.
11. Conduct discussion, evaluation, verification and provide recommendations on results of CG Committee duties implementation

with related parties and deliver the result to Board of Commissioners.

12. If deemed necessary, CG Committee may communicate with other Committees regarding general implementation of CG.
13. Perform other tasks mandated by the Board of Commissioners providing the tasks are still within Board of Commissioners duties and responsibilities scope according to prevailing rules and regulations. .

Corporate Governance Committee Independency

Corporate Governance Committee member possess a professional attitude and have a sense of independency, meaning that independence and professionalism are reflected in situation when dealing with the influences and pressures that may come from various interests which are feared would interfere with the implementation of duties.

Corporate Governance Committee Membership Composition

Based on the Board of Commissioners' Decree No. 017/SK-DEKOM/BNBR/VI/2019, as of June 18, 2019, the Audit Committee composition for the period of 2019 - 2021 is as follows:

1. Chairman : Sutanto
2. Member : Armansyah Yamin
3. Member : Irwan Sjarkawi
4. Member : Dody Taufiq Wijaya

Profile of Corporate Governance Management Committee Member

1. Sutanto (see profile of Board of Commissioners)
2. Armansyah Yamin (see profile of Board of Commissioners)
3. Irwan Sjarkawi (see profile of Audit Committee)
4. Dody Taufiq Wijaya (see profile of Board of Directors)

Competence Development Program for Corporate Governance Committee Members

Corporate Governance Committee Members have continuous education which is combined in self-study and participation in special education, training, workshops, seminars and conferences that are useful in its function effectiveness.

Corporate Governance Committee Duties Implementation

The Risk Management Committee assist the Board of Commissioners in ensuring that the principles of Good Corporate Governance is followed and utilized as well as comply to the prevailing regulations and meet the Company's objectives.

In performing its duties, the Corporate Governance Committee perform the following activities:

1. Communicate with Corporate Secretary, Internal Audit Department and Human Capital Division concerning compliance to prevailing Capital Market regulations and other related regulations, internal control system in accordance with COSO description, as well as implementation of Compliance and Ethics program including Whistleblowing System (WBS).
2. Directly monitor effectiveness of implementation of Corporate Governance program and communicate with the person in charge.
3. With approval from the Board of Commissioners, the committee may seek assistance from external experts.

Corporate Governance Committee Members Meeting and Attendance

NO	DATE	AGENDA	CORPORATE GOVERNANCE COMMITTEE			
			STT	AY	IS	DTW
1	Corporate Governance Committee	Submission of the GCG socialization implementation at BNBR and Business Units.	1	1	1	1
2	8 Mei 2020	<ul style="list-style-type: none"> Submission of the 2019 program achievements, and the 2020 CRM work plan. Submission of the Risk Assessment Recommendation Sheet (RARS) on the Impact of Covid-19 on the BNBR Group. Improvement of the Board Manual and Corporate Governance Manual. 	1	1	1	1
3	13 Agustus 2020	Submission of the socialization of Policies & Procedures and plannings to review Policies & Procedures.	1	1	1	1
4	3 November 2020	Reviewing the implementation of GCG 2020 at BNBR and Business Units.	1	1	1	1
TOTAL			4	4	4	4

Note:
 STT : Sutanto
 AY : Armansyah Yamin
 IS : Irwan Sjarkawi
 DTW : Dody Taufiq Wijaya

FUNCTIONS SUPPORTING THE BOARD OF DIRECTORS

CORPORATE SECRETARY

Corporate Secretary is a function who acts as liaison officer between Financial Service Authority (OJK), Indonesia Stock Exchange and other regulators, as well as with public in order to reinforce transparency principles in company's information and communication management. Therefore the Corporate Secretary acts as the organizer of Board of Commissioners and Board of Directors daily activities. Corporate Secretary is responsible to the Board of Directors through Director & CLO.

The appointment of Christofer A. Uktolseja as Corporate Secretary was ratified by the Decision Letter of Board of Directors No.003/SK-BOD-BNBR/VI/15 dated June 5th, 2015, and has been informed to OJK through letter No.046/BNBR/CS-OJK/VI/15 dated June 8, 2015.

Corporate Secretary Duties

The Corporate Secretary duties cover the following:

1. A liaison between the Company with Financial Services Authority (OJK), Shareholders, Self Regulatory Organization (SRO), other Institutions, and public.
2. Provide suggestion to the Board of Directors on the compliance towards relevant regulations, and to hold firmly on the Company's standard of ethics.
3. Prepare and disseminate accurate and complete information regarding the Company's performance to the Capital Market community and other stakeholders.
4. Assist the Board of Directors in:
 - Information dissemination to the Board
5. Ensuring the Company's fulfillment in its obligations to reporting and information transparency in timely and accurate manners.
5. Documenting several activities and information on the Company as well as to publish it on time in accordance with the Company's policy.
6. Conducting update on the Capital Market industry development, specifically the prevailing regulations in the Capital Market, as well as GCG practices so as to provide whenever necessary any information required by the Board of Commissioners, Directors, and internal parties.
7. Maintain and enhance the Company's positive image, both nationally and internationally.



**CHRISTOFER
ALEXANDER
UKTOLSEJA**
CORPORATE SECRETARY

Christofer Alexander Uktolseja, an Indonesian, was born in Prabumulih in 1973 and earned a Bachelor degree in Law from Parahyangan Catholic University, Bandung. He has held the position of Corporate Secretary since June 2015 and also holds the position of Head of Corporate Legal since 2011. He joined the Company in 1999 in Corporate Legal Department as a Legal Advisor. Prior to joining the Company, he has joined with one of the largest Oil & Gas company in Indonesia namely Total E&P Indonesia (previously Total Indonesia).

Competence Development Program for the Corporate Secretary

Corporate Secretary has continuous education which is combined in self-study and participation in special education, training, workshops, seminars and conferences that are useful in its function effectiveness.

During 2020 Corporate Secretary has attended the following development program:

NO	DATE	AGENDA	ORGANIZER	LOCATION
1	January 2, 2020	Speech from the President of the Republic of Indonesia (Opening of IDX Trading Year 2020)	IDX	IDX Main Hall
2	January 14, 2020	Seminar on POJK No.29/POJK.04/2016	IDX	IDX Main Hall
3	January 16, 2020	Socialization and Implementation of SE-25/PJ/2019"	IDX	IDX Main Hall
4	February 4, 2020	ICSA and IDX Seminar	ICSA & IDX	IDX Main Hall
5	February 28, 2020	XBRL Seminar	IDX	IDX Main Hall
6	March 3, 2020	ICSA Seminar	ICSA & IDX	IDX Main Hall
7	April 8, 2020	Webinar on FSA Regulation Relaxation	OJK	Zoom Application
8	June 9, 2020	Webinar on Socialization of Regulation No. I-B Concerning Listing of Debt Securities	IDX	Microsoft Teams – Live Event Application
9	June 11, 2020	Online Class Invitation on eASY. KSEI	Indonesia Central Securities Depository (KSEI)	Zoom Application
10	June 11, 2020	AEI Gathering "Issuers Welcoming New Normal, Challenges and Opportunities"	Indonesia Stock-Issuer Association (AEI)	Zoom Application
11	June 18, 2020	ICSA Webinar: "Business Sustainability vs Sustainability Management: Which one are you?"	ICSA	Zoom Application
12	July 8, 2020	Invitation for Workshop concerning Benefit of Company Financing Through Issuance of Sukuk and Outlook of Indonesian Sharia Capital Market 2020	OJK-IDX	Microsoft Teams – Live Event Application
13	July 9, 2020	Reporting on Waste with Circular Economy Perspective	IDX-GRI	Microsoft Teams – Live Event Application
14	July 9, 2020	Study on POJK No. 17/POJK.04/2020 concerning Material Transaction and Change of Business Activity	ICSA	Zoom Application
15	July 16, 2020	BEST PRACTICE – POJK No. 15/POJK.04/2020 and POJK No. 16/POJK.04/2020	ICSA	Zoom Application
16	July 21, 2020	SDGs Reporting (Launching of GRI-PWC-UNGC Joint Training Module on SDGs Reporting)	IDX-GRI	Microsoft Teams – Live Event Application
17	July 23, 2020	Risk Management for Corsec	ICSA	Zoom Application
18	July 24, 2020	Cooperation Agreement: between Legality and Business Competition Risk	Indonesia Competition Commission (KPPU)	Zoom Application
19	August 4, 2020	Preparing Stakeholder Engagement and Sustainability Strategy	IDX-GRI	Microsoft Teams – Live Event Application
20	August 11, 2020	Invitation for Socialization of POJK 17/POJK.04/2020 and POJK 42/POJK.04/2020	OJK-IDX	Microsoft Teams – Live Event Application

NO	DATE	AGENDA	ORGANIZER	LOCATION
21	August 14, 2020	Study on POJK 42/2020 concerning Affiliated Transaction and Transaction with Conflict of Interest	ICSA	Zoom Application
22	October 15, 2020	Socialization of IDX Industrial Classification (IDX-IC) Implementation	IDX	Microsoft Teams – Live Event Application
23	October 20, 2020	Seminar on Restructuration and Corporate Action in the event series of Capital Market Summit & Expo (CMSE) 2020	SRO (Capital Market Summit & Expo 2020)	Zoom Application
24	October 21, 2020	Webinar "Outlook 2021: Year of Opportunity	Indonesia Stock-Issuer Association (AEI)	Zoom Application
25	November 11, 2020	FGD on Draft of OJK Circular Letter (RSEOJK) concerning Format and Content of Annual Report of Issuer or Public Company	OJK & IDX	Zoom Application
26	November 18, 2020	Webinar on Introductory to easySR.com – Sustainability Report Platform	Indonesia Stock-Issuer Association (AEI)	Zoom Application
27	November 26, 2020	<i>Webinar on SNI ISO 37001 concerning Anti Bribery Management System (SMAP) in the Capital Market Environment.</i>	Indonesia Stock-Issuer Association (AEI)	Zoom Application
28	November 27, 2020	easySR Client Brief - PT Bakrie & Brothers Tbk	easySR Platform	Zoom Application
29	December 10, 2020	Webinar on "Fundamental of Fiqh and Selection Process of Sharia Stock in Indonesia"	IDX	Zoom Application
30	December 18, 2020	KPPU-AEI Webinar on Business Practitioner Advocacy Webinar Advokasi Pelaku Usaha KPPU - AEI	Indonesia Stock-Issuer Association (AEI)	Zoom Application
31	December 30, 2020	Closing of IDX Trading Year 2020	IDX	Zoom Application

Corporate Secretary Duties Implementation in 2020

The Corporate Secretary activities in 2020 are as follows:

- 2020 Annual GMS and Extraordinary GMS preparation and implementation.
- Held the Public Expose.
- Conducted communication with the regulators and relevant institutions.

BNBR Information Dissemination to the Regulators in 2020

NO.	DATE	LETTER NUMBER	RECIPIENT	DESCRIPTION
1	January 6, 2020	001/BNBR/CS-BEI/I/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of December 31, 2019
2	January 6, 2020	002/BNBR/CS-OJK/I/2020	OJK	Information Disclosure Regarding Specified Shareholders
3	January 6, 2020	003/BNBR/CS-OJK/I/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of December 31, 2019
4	January 21, 2020	005/BNBR/CS-OJK/I/2020	OJK	Information Regarding Website of PT Bakrie & Brothers Tbk
5	February 5, 2020	006/BNBR/CS-BEI/II/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of January 31, 2020

NO.	DATE	LETTER NUMBER	RECIPIENT	DESCRIPTION
6	February 7, 2020	007/BNBR/CS-OJK/II/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of January 31, 2020
7	February 21, 2020	008a/BNBR/CS-OJK/II/2020	OJK	Information Disclosure Regarding Specified Shareholders
8	February 21, 2020	008b/BNBR/CS-OJK/II/2020	OJK	Information Disclosure Regarding Specified Shareholders
9	March 6, 2020	010/BNBR/CS-BEI/III/2020	IDX	Responses to Requests for Explanation on the Implications of the Effectiveness of PSAK 71, 72, and 73 Year 2020 on the Company's Financial Statements
10	March 6, 2020	011/BNBR/CS-BEI/III/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of February 29, 2020
11	March 6, 2020	012/BNBR/CS-OJK/III/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of February 29, 2020
12	March 30, 2020	016/BNBR/CS-OJK/III/2020	OJK	Submission of 2019 Annual Financial Report (Audited)
13	March 30, 2020	017/BNBR/CS-OJK/III/2020	OJK	Submission of OJK Checklist of BNBR – December 31, 2019
14	March 31, 2020	018/BNBR/CS-OJK/III/2020	OJK	Submission of Proof of Advertisement for BNBR Annual Financial Report December 31, 2019
15	April 8, 2020	019/BNBR/CS-OJK/IV/2020	OJK	Information Disclosure Regarding Specified Shareholders
16	April 8, 2020	020/BNBR/CS-OJK/IV/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of March 31, 2020
17	April 8, 2020	021/BNBR/CS-BEI/IV/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of March 31, 2020
18	April 29, 2020	022/BNBR/CS-BEI/IV/2020	IDX	Submission of Financial Report as of March 31, 2020
19	May 6, 2020	024/BNBR/CS-KSEI/V/2020	KSEI	BNBR Data Update
20	May 6, 2020	025/BNBR/CS-OJK/V/2020	OJK	Submission of Agenda of Annual and Extraordinary General Meeting of Shareholders on June 24, 2020
21	May 6, 2020	026/BNBR/CS-BEI/V/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of April 30, 2020
22	May 6, 2020	027/BNBR/CS-OJK/V/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of April 30, 2020
23	May 18, 2020	031/BNBR/CS-OJK/V/2020	OJK	Notification of Plan of Annual and Extraordinary General Meeting of Shareholders on June 24, 2020
24	May 28, 2020	032/BNBR/CS-BEI/V/2020	IDX	IDX Request of Explanation Regarding Impact of COVID-19 Pandemic
25	May 29, 2020	033/BNBR/CS-OJK/V/2020	OJK	Submission of 2019 Annual Report
26	May 29, 2020	034/BNBR/CS-BEI/V/2020	IDX	Submission of 2019 Annual Report
27	June 2, 2020	036/BNBR/CS-OJK/VI/2020	OJK	Invitation for Annual and Extraordinary General Meeting of Shareholders on June 24, 2020

NO.	DATE	LETTER NUMBER	RECIPIENT	DESCRIPTION
28	June 9, 2020	040/BNBR/CS-BEI/VI/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of May 31, 2020
29	June 9, 2020	041/BNBR/CS-OJK/VI/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of May 31, 2020
30	June 11, 2020	042/BNBR/CS-OJK/VI/2020	OJK	Report on Evaluation Result of Public Accountant and/or Public Accounting Firm of PT Bakrie & Brothers Tbk period December 31, 2019
31	June 15, 2020	043/BNBR/CS-BEI/VI/2020	IDX	IDX Request of Explanation Regarding Impact of COVID-19 Pandemic
32	June 26, 2020	046/BNBR/CS-OJK/VI/2020	OJK	Minutes of Meeting Summary of Annual and Extraordinary General Meeting of Shareholders on June 24, 2020
33	July 9, 2020	047/BNBR/CS-OJK/VII/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of June 30, 2020
34	July 9, 2020	048/BNBR/CS-BEI/VII/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of June 30, 2020
35	July 15, 2020	050/BNBR/CS-BEI/VII/2020	IDX	IDX Request of Explanation Regarding Impact of COVID-19 Pandemic
36	July 22, 2020	052/BNBR/CS-OJK/VII/2020	OJK	Minutes of Meeting Summary of Annual and Extraordinary General Meeting of Shareholders on June 24, 2020
37	July 30, 2020	054/BNBR/CS-OJK/VII/2020	OJK	Submission of BNBR Interim Financial Report as of June 30, 2020
38	July 30, 2020	055/BNBR/CS-OJK/VII/2020	OJK	Submission of Advertisement Proof on Information of Interim Financial Report as of June 30, 2020
39	July 30, 2020	056/BNBR/CS-OJK/VII/2020	OJK	Submission of OJK Checklist of BNBR – June 30, 2020
40	August 10, 2020	057/BNBR/CS-OJK/VIII/2020	OJK	Information Disclosure Regarding Specified Shareholders
41	August 10, 2020	058/BNBR/CS-BEI/VIII/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of July 31, 2020
42	August 10, 2020	059/BNBR/CS-OJK/VIII/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of July 31, 2020
43	August 18, 2020	061/BNBR/CS-BEI/VIII/2020	IDX	IDX Request of Explanation Regarding Impact of COVID-19 Pandemic
44	September 8, 2020	062/BNBR/CS-BEI/IX/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of August 31, 2020
45	September 10, 2020	063/BNBR/CS-OJK/IX/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of August 31, 2020
46	September 15, 2020	064/BNBR/CS-BEI/IX/2020	IDX	IDX Request of Explanation Regarding Impact of COVID-19 Pandemic
47	October 6, 2020	066/BNBR/CS-BEI/X/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of September 30, 2020
48	October 8, 2020	067/BNBR/CS-OJK/X/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of September 30, 2020
49	October 27, 2020	069/BNBR/CS-BEI/X/2020	IDX	Submission of Financial Report as of September 30, 2020

NO.	DATE	LETTER NUMBER	RECIPIENT	DESCRIPTION
50	November 4, 2020	071/BNBR/CS-BEI/XI/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of October 31, 2020
51	November 9, 2020	072/BNBR/CS-OJK/XI/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of October 31, 2020
52	December 1, 2020	076/BNBR/CS-BEI/XII/2020	IDX	Annual Public Expose Plans on December 17, 2020
53	December 3, 2020	078/BNBR/CS-OJK/XII/2020	OJK	Information Disclosure Regarding Specified Shareholders
54	December 3, 2020	079/BNBR/CS-BEI/XII/2020	IDX	Monthly Report of BNBR Securities Holder Registration as of November 30, 2020
55	December 10, 2020	081/BNBR/CS-OJK/XII/2020	OJK	Submission of Debt/Liability Data in Foreign Currencies of PT Bakrie & Brothers Tbk as of November 30, 2020
56	December 10, 2020	082/BNBR/CS-OJK/XII/2020	OJK	Response to OJK Letter No.-1246/PM.221/2020 dated August 31, 2020 concerning Review of BNBR Annual Financial Report as of December 31, 2019
57	December 11, 2020	085/BNBR/CS-BEI/XII/2020	IDX	Submission of Material of Annual Public Expose on December 17, 2020
58	December 22, 2020	091/BNBR/CS-BEI/XII/2020	IDX	Report on Result of Annual Public Expose on December 17, 2020

OJK : Financial Services Authority IDX : Indonesia Stock Exchange KSEI : Indonesia Central Securities Depository

INVESTOR RELATIONS

The Company's information communication activity is also supported by the Investor Relations function with the focus on financial aspects, investments and the Company's business strategy. The Investor Relations Officer holds the roles to conduct efficient and effective communication with the investors, shareholders and capital market communities, as well as relevant institutions in accordance with the Company's plans and strategies as well as investment policies. The Company's information dissemination presented by the Investor Relations, among others are:

1. Financial Performances
2. Investment Performances (including the Company's portfolio)
3. Share prices movements
4. The Company's frameworks
5. The Company's other strategic activity

Chief Financial & Investment Officer leads the Investor Relations. The Company appointed Roy Hendrajanto M. Sakti as the Chief Investment

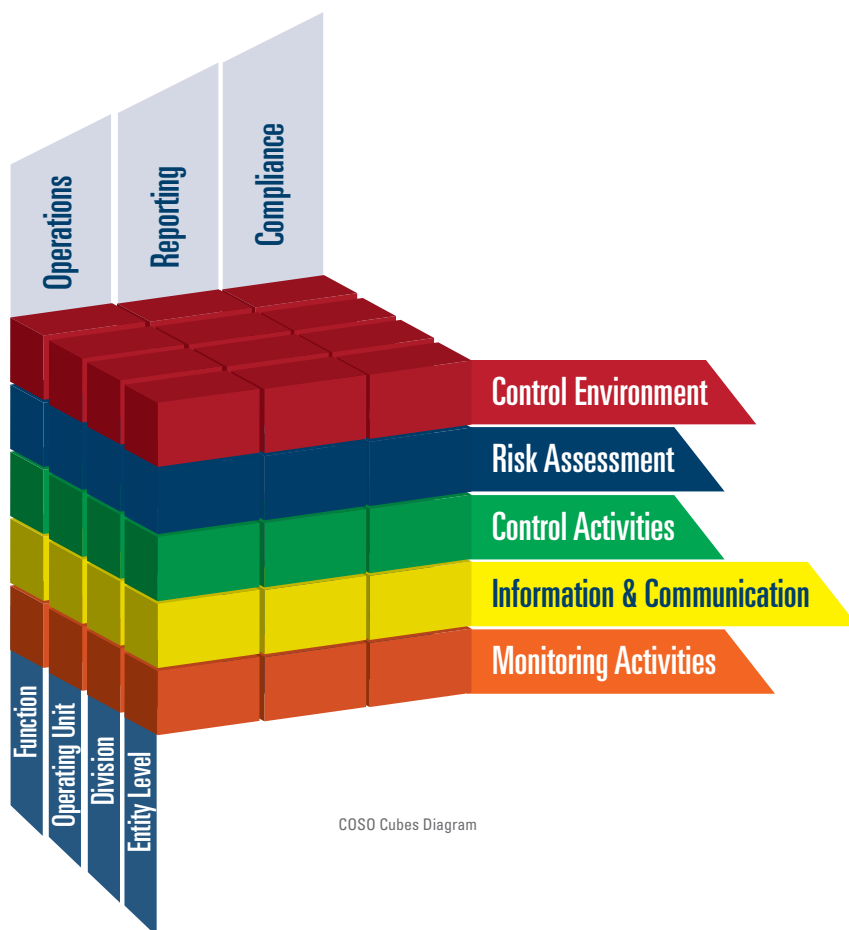
Officer since August 2018, and later became Chief Financial & Investment Officer starting June 2020.

Profile of Roy Hendrajanto M. Sakti can be seen in profile of Board of Directors.

INTERNAL CONTROL SYSTEM

BNBR has implemented the control functions in its operational activities in order to manifest the implementation of GCG in the Company. By referring to the General Guidelines of Indonesia Good Corporate Governance published by KNKG in 2006, the Company continuously strives to develop the Internal Control System by the application of COSO (Committee of Sponsoring Organizations of The Treadway Commissions) approach to secure the Company's investments and assets.

The BNBR's Internal Control System and quality assurance implementation has complied with the internal control framework validated internationally (COSO), including control environment, risk assessment, control activities, information & communication and monitoring activities.



COSO Cubes Diagram

Internal Control Objectives

The implementation of internal control functions in all aspects of the Company is continuously assured by the Board of Directors as the Company's top executives organs responsible on the Company's operations and management. Through the Audit Committee, the Board of Commissioners directly monitors the internal control implementation. In general, the Company's Internal Control System is conducted through the application of the Corporate values, ethics, and employees integrity, as reflected in the Company's Code of Conduct, Business Conduct Policy, and Integrity Pacts. The Internal Control System management also conducted through the company's organization structure with clarity in division of duties, responsibilities and authorities of the Board of Commissioners and Directors that reflected in the Board Manual.

The objectives of the Company's Internal Control:

- Financial reporting reliability.
- Operational effectiveness and efficiency.
- Compliance on prevailing laws and regulations.

Internal Control System is also responsible to manage comprehensive risk management, from policy formulations, procurements and utilization of resources and infrastructures, adequacy of policies and procedures as well as its implementation practices, so as to achieve efficient and effective application in accordance with the international standards and prevailing regulations, including the effective information and communication systems.

Guidelines of Internal Control System and Risk Management Implementation

Based on the Corporate Governance Guidelines of PT Bakrie & Brothers Tbk, the Board of Commissioners and Directors are responsible in the implementation of Internal Control System and risk management in BNBR.

The guidelines of BNBR's Internal Control System and risk management implementation are as follows:

1. Consistent implementation by the Board of Directors and active supervision by the Board of Commissioners
2. Adequacy in policies, procedures and stipulations of implementation scopes
3. Adequacy in risk identification process, measurements/assessments, mitigations, monitoring and control
4. Comprehensive internal control system
5. Adequate internal control information system and risk management.

Internal Control Principles

1. Control Environment

The control environment consists of actions, policies and procedures that reflected the standpoint of all Company's Organs towards control and its importance to the company. Several factors that influenced the control environment among others are: integrity and ethics values, commitment towards competency, the Board of Commissioners, Directors, Audit Committee, management stances, operational approaches, organization structure, delegation of authorities and

responsibilities as well as practices and policies in Human Resource ("HC").

2. Risk Assessment

Risk assessment covers risk identifications, analysis, and management that can minimize the risk impacts and presence.

3. Control Activities

Control activities are the policy and procedures to ensure the implementation of management directives.

4. Information & Communication

Information and communication system enables the Company's internal parties to obtain information that requires in managing, implementing, and controlling the Company's operational activities.

5. Monitoring Activities

Monitoring activities are the process that determines the internal control performance quality at all times. The monitoring covers the determination of internal control design and implementation in a timely manner and any necessary corrections. The process is implemented through periodically and continuously monitoring activity, as well as separate evaluations, or of both combinations.

4. Facilitated the risk owners to identify, assess, analyze, and manage the risk and then present it in the reports and documents published weekly, monthly, and annually by the CRM Division, namely the Weekly Market and Industry Outlook (Weekly MIO), Risk Outlook, Market Risk Assessment (MRA) reports, Financial Risk Report, risk assessment for a project or transaction (RARS), risk registrar, as well as to refine the Company's documents on Policies and Procedures. The reports are submitted to the Risk Management Committee, the Board of Directors and risk owner.
5. Handled and managed Whistleblowing system by the Evaluations Team of Whistleblowing System Cases.
6. Conducted evaluation, reviews and monitoring of the audit findings by the Company's Internal Audit, one of it was conducted by the Audit Committee.
7. Conducted evaluation, reviews and monitoring of the effectiveness of Internal Control System application by the Audit Committee and External Auditor.
8. Conducted Operational Audit in several business units (PT Bakrie Autoparts, PT Bakrie Building Industries, PT Bakrie Pipe Industries, and PT Bina Usaha Mandiri Mizusawa) through Internal Audit Unit of BNBR.

Monitoring and Control Activity in 2020

BNBR's Internal Control System has conducted the following monitoring and control activity in 2020:

1. Conducted periodical and continuous evaluations and updates on the organization structure including principal duties, functions and authorities of the Board of Commissioners and Directors, as stipulated in the Board Manual.
2. Assisted the Objective Settings of the Board of Commissioners, Directors, and Employees for the next 1 (one) year, Annual Performance Appraisal of the Board of Commissioners, Directors and Employees, and rewarding programs on the employees performances and tenures.
3. The Company has designed the Objective Settings of the Board of Commissioners, Directors, and Employees for the next 1 (one) year, Annual Performance Appraisal of the Board of Commissioners, Directors and Employees, and rewarding programs on the employees performances and tenures.

INTERNAL AUDIT

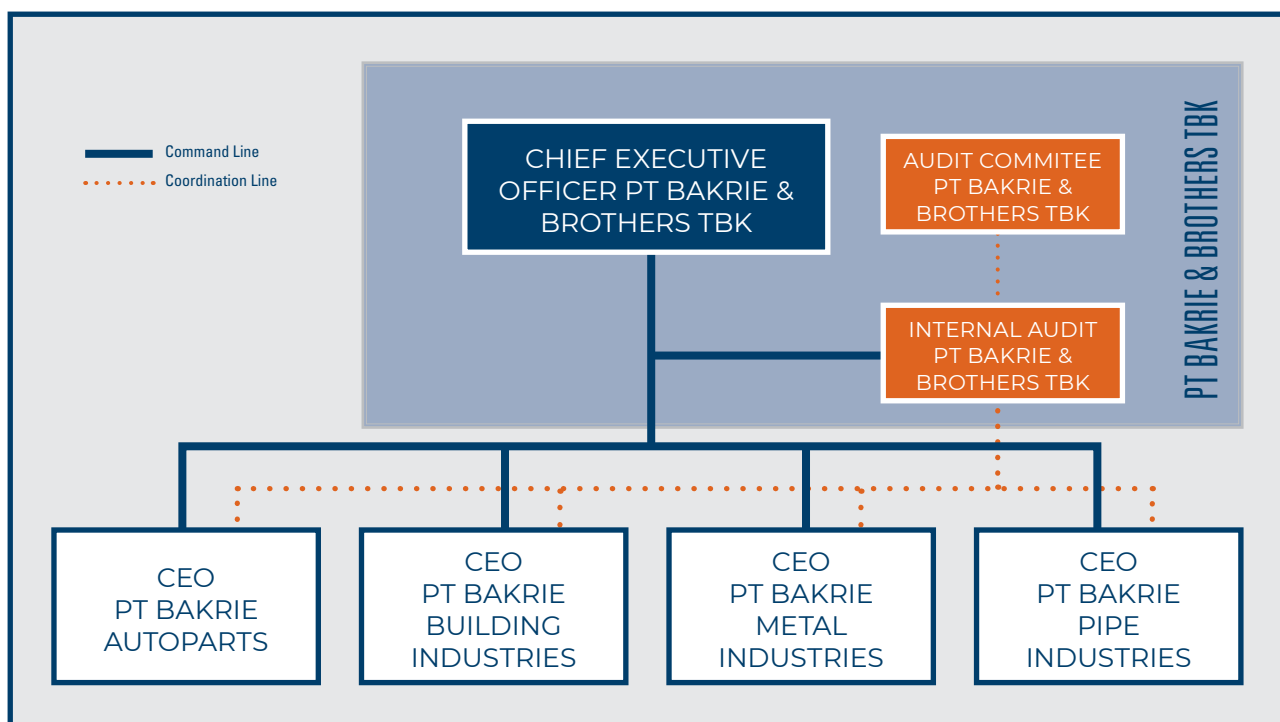
The Internal Audit is the assurance and consultation activities that independently and objectively gives added value and improves the operations of organization. This activity supports the organization in reaching its objectives through discipline and systematic approaches to evaluate and enhance the effectiveness of risk management process, control and governance.

The Internal Audit activity of PT Bakrie & Brothers Tbk was intended to deliver added value and improve the organization's operations. The means and scopes of internal audit are assurance and consultation in the area of risk management process, control and organization's governance. The Company's commitment to implement good corporate governance and standard is strongly seen since the inception of Corporate Internal Audit ("CIA").

Position of the Internal Audit Unit in Company Structure

Position of The Internal Audit is formally stated in The Internal Audit Charter which defines the purpose, authority, and responsibility of the Internal Audit activities that are consistent with the Standards for the Professional Practice of Internal Auditing.

The Internal Audit Charter was mutually agreed by the President Director & CEO and President Commissioner / Independent Commissioner.



Qualification of Internal Audit

The following are minimum requirements of an Internal Auditor at BNBR:

1. Possess high integrity and professional, independent, trustworthy, discipline and objective behavior in performing its duties.
2. Possess knowledge and experience on audit technic and other subjects relevant with its scope of work.
3. Possess knowledge about capital market and other related rules and regulations.
4. Have the ability to interact and effectively communicate in both verbal and written manner.
5. Must adhere to profession standard as issued by Internal Audit Association.
6. Must obey Intenal Audit ethics.
7. Must protect confidentiality of corporate information and/or data in relation with its implementation of duties and responsibilities as Internal Audit unless obligated by law or court order.
8. Understand principles of good corporate governance and risk management.

9. Willing to continuously improve his/her profession knowledge, skills and abilities.

Duties Implementation of Internal Audit

CIA has become a significant function to assist the President Director in the supervision of financial and operational, both in the Company and subsidiary in order to achieve the company's objectives and going concern, through:

- a. Reviewing and assessing the appropriateness and accuracy of accounting control, finance and operations implementation.
- b. Analyzing the implementation that shall be in accordance with the set policies, plans and procedures.
- c. Analyzing whether the company/ organization treasuries are appropriately accountable and securely conducted towards every possibilities of risk losses.
- d. Ensuring the accounting trust levels and other manners that are developed in the organization.
- e. Assessing the quality of duties implementation and responsibilities.

The Internal Audit scopes of work covers the following duties:

1. Develop and implement annual internal audit plans.
2. Analyze and evaluates the internal control implementation from the risk management system in accordance with the company's policy.
3. Investigate and assess the efficiency and effectiveness of finance, accounting, operational, human resources, marketing, information technology and other activities.
4. Provide advices on objectives improvement and information on the audited activities in all level of management.
5. Prepare the audit results report and present it to the President Director & CEO as well as the Board of Commissioners.
6. Monitors, analysis, and report the recommended in follow up implementation.
7. Cooperate with the Audit Committee.
8. Develop the program to evaluate the quality of internal audit activity.
9. Conduct specific investigations whenever necessary.

Internal Audit Duties Implementation Report in 2020

The preparation of the 2020 Audit Plan is carried out by Internal Audit using the Risk Based Internal Audit approach, which means that in prioritizing the auditee to be audited, Internal Audit considers several risk factors, including the following:

1. Revenue size auditee
2. Operating expense size auditee
3. Sales achievement compared to auditee's budget
4. Operating expenses realization compared to auditee's budget
5. Significant level of auditor's finding in the previous year
6. The last time auditee was audited

The Annual General Audit Plan is then approved by the President Director and Vice President Director. The Annual General Audit Plan can be adjusted according to changes in business risk dynamics in the organization in the current year.

In 2020, Internal Audit has conducted Audit and published the Audit Report (LHA) as follows:

NO	AUDITEE	TYPE OF WORK		WORK ACTIVITY	LETTER OF ASSIGNMENT	REPORT OF WORK RESULT
1	PT Bakrie Autoparts	Assurance	Operational Audit	Assessment and evaluation on 3E (Efficiency, Effectiveness, and Economic) in every operational aspects as a whole.	001/BOD-AAB/I/2020 Dated 2 January 2020	LAP-001/ INTERNAL AUDIT-BB/ IV/2020 Dated April 7, 2020
2	PT Bina Usaha Mandiri Mizusawa	Assurance	Operational Audit	Assessment and evaluation on 3E (Efficiency, Effectiveness, and Economic) in every operational aspects as a whole.	007/BOD-AAB/I/2020 Dated 20 January 2020	LAP-001/ INTERNAL AUDIT-BB/ IV/2020
3	PT Bangun Bantala Indonesia	Assurance	Investigation Audit	Provide assurance that the policies and recording of accounts receivable have been carried out properly.	023/BOD-AAB/XII/2019 Dated 11 December 2019	LAP-003/ INTERNAL AUDIT-BB/ IV/2020 Dated April 28, 2020

NO	AUDITEE	TYPE OF WORK		WORK ACTIVITY	LETTER OF ASSIGNMENT	REPORT OF WORK RESULT
4	PT Bakrie Building Industries	Assurance	Investigation Audit	Obtain further findings and prove whether there were irregularities in the sales of six machines of PT Bakrie Building Industries.	014/BOD-AAB/V/2020 Dated 14 May 2020	LAP-002/ INTERNAL AUDIT-BB/ IV/2020
5	PT Bakrie Building Industries	Assurance	Operational Audit	Provide assurance that the policies, recording and management of accounts receivable have been carried out properly.	013/BOD-AAB/V/2020 Dated 14 May 2020	LAP-006/ INTERNAL AUDIT-BB/ VII/2020
6	PT Bakrie Building Industries	Assurance	Investigation Audit	Provide confidence that the lending and borrowing transactions carried out are reasonable and there is no element of fraud in it.	018/BOD-AAB/VIII/2020 Dated 10 August 2020	LAP-009/ INTERNAL AUDIT-BB/ IX/2020 Dated September 7, 2020
7	PT Bakrie Pipe Industries	Assurance	Operational Audit	Assessment and evaluation on 3E (Efficiency, Effectiveness, and Economic) in every operational aspects as a whole	010/BOD-AAB/ IV/2020 Dated 9 April 2020	LAP-003/ INTERNAL AUDIT-BB/ IV/2020
8	Corporate Communication and Corporate Secretary Division of BNBR	Assurance	Compliance Test / Compliance Audit	Ensure Standard Operating Procedures (SOP) in the Corporate Communication Division and in the Corporate Secretary Division of BNBR: 1. Still relevant for current use, and if necessary, the BNBR Internal Audit team can provide input if the SOP is deemed less relevant to current conditions.. 2. Has been implemented correctly.	016/BOD-AAB/ VII/2020 Dated 14 July 2020	LAP-007/ INTERNAL AUDIT-BB/ VII/2020
9	BNBR and Business Units	Assurance	Asset Inventory	Provide detailed information to the Management regarding assets owned by BNBR Group, including information regarding the condition of assets, whereabouts of assets, and current value of assets.	017/BOD-AAB/ VII/2020 Dated 20 July 2020	LAP-012/ INTERNAL AUDIT-BB/X/2020 Dated October 26, 2020



NO	AUDITEE	TYPE OF WORK		WORK ACTIVITY	LETTER OF ASSIGNMENT	REPORT OF WORK RESULT
10	PT Multi Kontrol Nusantara	Consulting	Policy and Procedure Socialization	<p>The socialization given was about Anti Fraud, Whistleblowing System (WBS), as well as Investment and Divestment Policies and Procedures. The objectives of the socialization are:</p> <ol style="list-style-type: none"> 1. Participants know the symptoms of fraud, the types of fraud, and efforts to prevent this fraud from occurring. 2. Participants know the mechanism for reporting violations through the BNBR Whistleblowing System (WBS) mechanism. 3. Provide clear guidelines and instructions regarding investment, divestment and financing mechanisms. 	<p>012/CIA-TTY/VI/2020</p> <p>Dated 24 June 2020</p>	<p>LAP-05/INTERNAL AUDIT-BB/VII/2020</p> <p>Dated 3 July 2020</p>
11	PT Bakrie Indo Infrastructure	Consulting			<p>018/CIA-TTY/VII/2020</p> <p>Dated 17 July 2020</p>	<p>LAP-008/INTERNAL AUDIT/BB/VII/2020</p> <p>Dated 27 July 2020</p>

The Operational Audit was conducted with concentration on assessment of 3E (Efficiency, Effectiveness and Economic) in every function, assessment of internal control implementation effectiveness, and assessment of compliance to prevailing rules and regulations / Standard Operating Procedures (SOP).

Appointment Procedure of Internal Audit Head

PT Bakrie & Brothers Tbk's Internal Audit Division is led by the Head of Internal Audit appointed and terminated by the President Director & CEO following the approval of the Board of Commissioners, and is responsible to the President Director & CEO.



TONI TRİYULIANTO

HEAD OF INTERNAL AUDIT

Toni Triyulianto, an Indonesian, was born in Jakarta in 1975 and earned a Diploma III & IV in Accounting from State College of Accountancy (STAN) and a Master of Public Policy degree majoring in Finance & Budgeting from Michigan State University, USA.

He joined the Internal Audit Unit of PT Bakrie & Brothers Tbk since July 2017. Prior to this position, he began his career as the Senior Auditor in Indonesia's National Government Internal Auditor (BPKP) for 17 years and as Accounting and Tax Manager in PT Bakrie Building Industries for three years. He has a Chartered Accountant (CA) certification, and a Certified Public Accountant (CPA – Aust).

EXTERNAL AUDITORS

As a public company, BNBR is obliged to publish the financial statements audited by the External Auditors. External Auditors is the third party responsible to audit and ensure the presentation of BNBR Financial Statements to be in accordance with the prevailing accounting standards. The audit by the External Auditors is implemented in accordance with prevailing audit standards with the end results in a means of auditor opinions on BNBR Financial Statements. In the event of corporate actions, BNBR also can publish the financial statements on certain periods.

Based on the 2020 Annual GMS resolutions, the Board of Commissioners has the authority to appoint the Public Accounting Firm (KAP) as long as it meets the specified criteria and determination of the honorarium. The Board of Commissioners assigned

the Audit Committee to assess proposal from the Board of Directors concerning appointment of KAP Y. Santosa & Rekan as the auditor of the Company Financial Statements fiscal year December 31, 2020. The proposal to appoint KAP Y. Santosa & Rekan has been approved by the Board of Commissioners after taking into account the recommendation of Audit Committee.

2020 is the fifth year of Public Accounting Firm (KAP) Y. Santosa & Rekan in conducting the audit of the Company's Financial Statements. During 2020, the Public Accounting Firm (KAP) Y. Santosa & Rekan does not provides other services to the Company apart from the audit services, thus there was no conflicts of interest in the audit process implementation.

Assignment Period and Fee of External Auditors

	2020	2019	2018	2017	2016
KAP NAME	Y. Santosa & Rekan	Y. Santosa & Rekan	Y. Santosa & Rekan	Y. Santosa & Rekan	Y. Santosa & Rekan
AUDIT FEE	Rp 3,500,000,000	Rp 3,500,000,000	Rp 3,800,000,000	Rp 3,600,000,000	Rp 3,500,000,000

RISK MANAGEMENT

Solid Foundation of Risk Management

While presenting opportunities, the demand of changes and company's capability improvement also presents risks. These risks may disrupt the Company from achieving its goal and mission if not addressed properly. Company's failure in achieving its goal and mission may cause public distrust towards the Company, wherein at its worst state such distrust may halts its business activity.

Risk management is therefore a strategic requirement and it plays an important part in improving PT Bakrie & Brothers Tbk's performance. Risk management is needed to optimize the Company's limited resources to achieve specified targets and to fulfill the Company's vision and mission. Allocation of resources is decided based on risk priorities, with the utmost attention paid to the most critical risk. Furthermore, management of existing risks is periodically reviewed along with improving its reliability.

Risks can be mitigated by lowering the probability of risk occurrence and/or reducing effects caused by such risk. Risk Management at BNBR is expected to be able to anticipate rapid changes, to improve corporate governance, and to secure Company's resources and assets. These reasons form the base of BNBR's commitment to continuously implement solid risk management for the fulfillment of Company's goals.

The creation of a Risk Management team in 2003 marked the beginning of formal implementation of risk management at PT Bakrie & Brothers Tbk, wherein at that time the Risk Management team was responsible to supervise the implementation of Company's business revitalization blue-print post debt restructuring program. This Risk Management team also implemented basic risk management principles across the Company in accordance with international standards.

Corporate Risk Management System

ERM Implementation Roadmap

As part of continuous efforts, the Company has systematically laid out the foundations of risk management to form the basis of a good corporate governance infrastructure. The formal implementation of risk management began with the creation of the Risk Management Team as stipulated by PT Bakrie & Brothers Tbk Directors' Decree No.BGU-109/Presdir-BB/III/03, dated March 11, 2003, which was later amended by Decree No.BGU-739/Presdir-BB/XII/05, dated December 6, 2005, with the task of coordinating the entire business development plans and strategic decisions to ensure optimal results, by mitigating the business risks, and ensuring cost efficiency while acting as achievement and milestone monitoring function as well.

The duty of this team later was reaffirmed by the Policy & Procedure No. 004/BNBR/II/2010, dated February 20, 2010, on the Implementation of Enterprise Risk Management and no. 005/BNBR/II/2010, dated February 25, 2010, on the Evaluation of Transaction-Based Risk, as well as several other policies and procedures linked to the evaluation of market risk, credit risk and liquidity risk.

By end of 2020, Risk Management Implementation has entered into the integrated risk management up to Subsidiaries stage as outlined in the Roadmap depicted in the following illustration, with periodic risk evaluation at the level of both the Holding and the Subsidiaries.

ERM IMPLEMENTATION ROADMAP PT BAKRIE & BROTHERS TBK



Enterprise Risk Management (ERM) Framework

In 2016, the Company generally, and specifically the Corporate Risk Management Division (CRM), continued to improve the risk management systems by employing a framework that is in line with the ISO 31000 on Risk Management.

Such framework, the BNBR's Enterprise Risk Management framework, titled The Pyramid as shown in Illustration 2, is the main framework used by the CRM Division for implementing risk management process across the Company. The Pyramid embodies the framework of ISO 31000 about Risk Management.

The risk management processes use transaction-based approaches such as the ones covering investment, financial, and other transactions, and continuous approaches conducted by every functions and structures within the Company (Continuous ERM).

In the continuous ERM process, each risk owner is expected to carry out its own risk evaluation, starting from the risk identification and evaluation to the risk control and mitigation, a process that is also known as risk and control self-assessment (RCSA). The main goal is to minimize potential loss and at higher stake, is to maximize the achievement of goals in each Company's functions and structures.



1

PRELIMINARY PROCESS

(Levels 1 and 2 from the bottom of The Pyramid)

- “Internal Environment”, aiming to prepare conducive internal corporate environment for effective and efficient risk management process implementation. This stage consists of preparation of framework, policies, systems and procedures, resources, organization, implementation strategy and other tools.
- “Goal Setting”, acting as the Company’s directional reference in achieving its short, medium and long-term goals.

2

CORE PROCESS

(Levels 3, 4 and 5 from the bottom of The Pyramid)

- “Risk identification”, in all Company’s business processes, functions and structures, as well as transactions/activities/projects/investments currently being implemented or to be carried out by the Company.
- “Risk assessment”, conducted by weighing the risks in terms of their probability/likelihood and impact.
- “Risk responses” as follow-up measures to mitigate.

3

SUPPORTING PROCESSES:

(The base and the height faces of The Pyramid)

- “Control Activities” are policies and procedures to ensure that all risk mitigation processes and measures have been carried out properly.
- “Communication and Information Provision Activities” intend to communicate the results of risk management to all related stakeholders.
- “Monitoring Activities” aim to evaluate and to ensure that all risk management systems have been implemented effectively and efficiently.

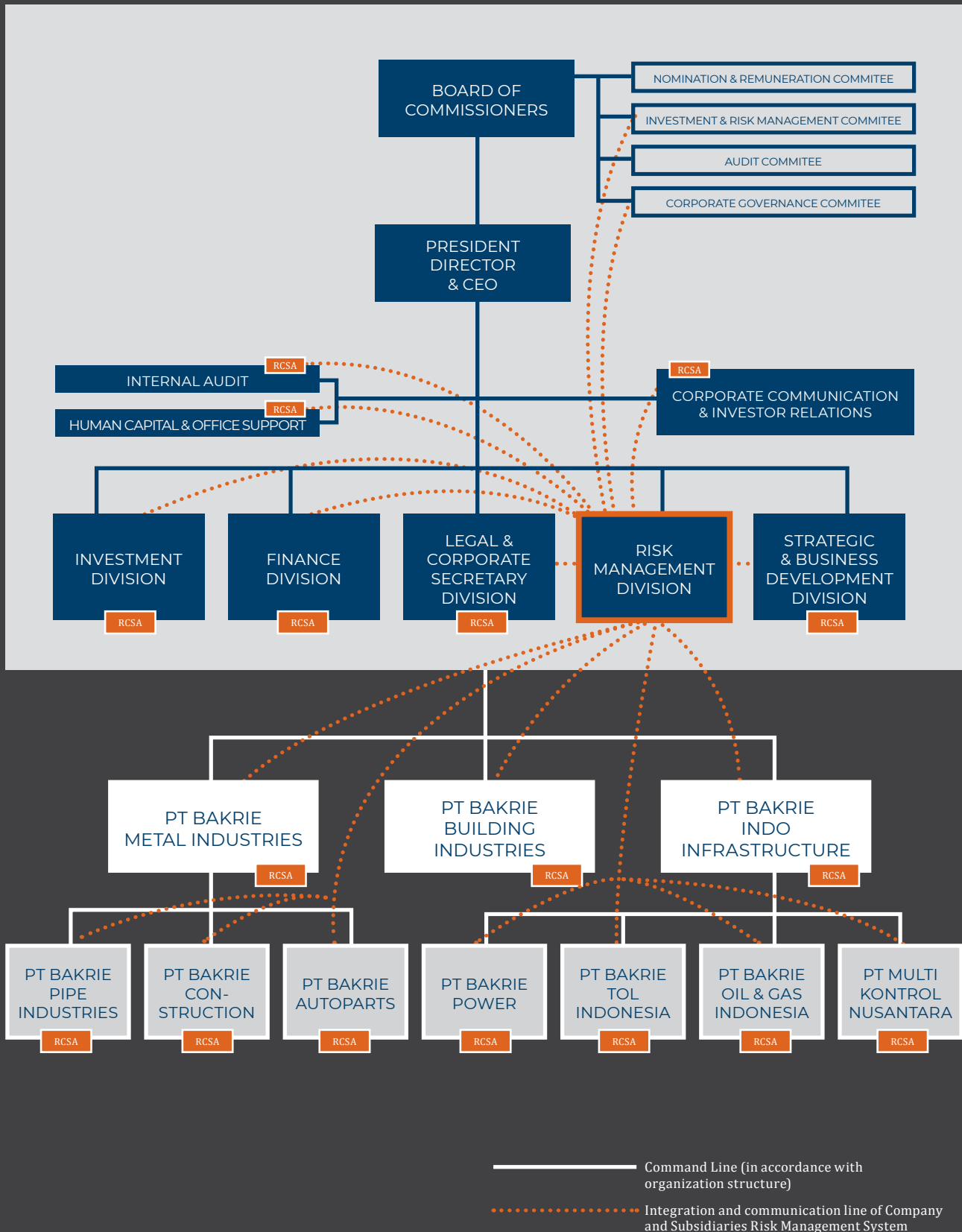
4

SCOPE OF COMPANY RISK MANAGEMENT

(The right face of The Pyramid)

1. The scope of risk management set by PT Bakrie & Brothers Tbk includes all activities and process within the holding company and subsidiaries as follows:
 - Holding company level.
 - Subsidiary level, which constitutes the non-listed companies whose financial reports are consolidated to BNBR.
 - Business unit level, functions, or activities at the holding and the subsidiary levels.
2. Implementation of Risk Management Systems at the level of holding company and non-listed subsidiaries whose financial reports are consolidated to BNBR must be coordinated with the Risk Management Committee and the holding company level through the office of the President Director and the CRM.
3. Implementation of Risk Management Systems at the level of business units/ functions/ activities at holding company or subsidiaries included in the risk management scope is carried out by the Risk and Control Self Assessment (RCSA) Officer. The RCSA Officer is appointed by Risk Owners from relevant business units/functions/ activities. RCSA at the holding company level is the responsibility of the CRM.

CORPORATE GOVERNANCE STRUCTURE OF RISK MANAGEMENT



Company Risk Management (CRM) division is responsible for management and periodical report of risk management and corporate governance in the Company to the Risk Management Committee and Corporate Governance Committee.

Risk Management Committee is led by an Independent Commissioner who also holds the position as member; this committee is responsible to the Board of Commissioners.

Corporate Governance Committee is also led by a member of the Board of Commissioners; this committee is responsible to the Board of Commissioners.

Profiles of head and members of Risk Management Committee and Corporate Governance Committee are disclosed in The Board of Commissioners Supporting Committees part.

The Board of Directors and all BNBR employees' commitment in implementing Enterprise Risk Management (ERM) was reflected through the formation of Risk & Control Self Assessment (RCSA) Officer of BNBR. With the RCSA initiative, every division/department as Business Process Owner is under the obligation to carry out Risk Management System in an intensive and sustainable manner by usage of self-assessment and risk control concept known as RCSA. In carrying out collaboration and coordination for assessment, mitigation, control and risk management process with RCSA concept, several BNBR employees with minimum title/position of Manager were appointed as RCSA Officer in each respective division. Those RCSA Officers are responsible to each Risk Owner Head and regularly coordinates with the CRM Division.

Process and Result of the Corporate Risk Management Systems

Corporate Risk Management Activities

The following expositions explain the activities carried out as part of the risk management system implementation within the Company, specifically at the level of the holding company and consolidated subsidiaries, as well as compliance and Good Corporate Governance (GCG) activities.

1. ERM-Based Risk Implementation

The activities carried out as part of Company Risk Management in 2020 include:

- a. **Governance – Risk – Compliance (GRC) Day**
GRC Series is a routine program of Company's Corporate Risk Management Department and act as a means of socialization and guardians of implementation process of Governance, Risk Management and Compliance down to Company's Business Units. Various topics included in the GRC series are among others: Corporate Governance, Internal Control System, Risk Management, Compliance and Corporate Ethics. Participants of GRC Series are President Directors/CEOs and/or Chief down to employees of Business Units with the minimum position of Manager from all Departments. In 2020, the Company participated in this event and also the Company's Business Units namely, PT Multi Kontrol Nusantara, and PT Bakrie Indo Infrastructure.
- b. **Appointment of Risk and Control Self-Assessment (RCSA) Officers**
The commitment of the Board of Directors and all BNBR employees to Enterprise Risk Management (ERM) implementation is reflected through the appointment of the BNBR Risk & Control Self Assessment (RCSA) Officer. Through RCSA, all divisions/departments as Process Owners and Risk Owners are obliged to carry out the Risk Management System in intensive and sustainable manner with an independent risk control and evaluation concept. To facilitate coordination and cooperation for processes of evaluation, mitigation control and management of risks, some BNBR employees, whose job ranks are at least Manager, are appointed as RCSA Officer in each division. The RCSA Officers subsequently report to each Risk Owner and coordinate regularly with the CRM Division.

RCSA Officers' tasks and responsibilities are:

- Disseminating and keeping up with the ERM System's Procedure and Policy in the respective work unit or risk-owner in an entity within their scope of duties.
- Ensuring completion of the ERM Standard Work Papers in the respective entity.
- Collecting and summarizing risk registers of the entity within their scope of duties.
- Collecting the Risk Mitigation Plans and Risk Mitigation Progress Status Reports from the entity within their scope of duties, as well as reporting to the related unit head if there is any risk that has not been dealt with.
- Informing the CRM Division if any business entity within their scope of duties is exposed to a risk whose level is beyond the organization's tolerance limit.
- Carrying out annual evaluation of ERM system application in the entity within their scope of duties.
- Facilitating Risk Evaluation Meetings in the entity within their scope of duties.
- Supporting the entity within their scope of duties in educating the topics of risk management to all of its employees and related parties.
- Motivating, driving and maintaining risk awareness culture in the entity within their scope of duties.

In carrying out their tasks and responsibilities, the RCSA Officers are supported by the CRM Division which acts as a facilitator and mediator, especially in disseminating relevant Policies and Procedures as well as the transfer of theoretical and practical risk management knowledge. This is implemented through continuous review of Company business processes and detection of potential

risks which are ranked from extreme to low, which in turn, are used to formulate Policies and Procedures as operational risks mitigation. The transfer of risk management knowledge is carried out through regular RCSA meetings, with the agenda of updating the list of risks that could affect each entity.

The Company's Board of Directors has appointed 13 (thirteen) people from various divisions and functions in the Company as well as 6 (six) people from each Subsidiaries to act as RCSA officers who are responsible for coordinating all risk owners to carry out their own risk management, starting from identification and assessment to control and mitigation. RCSA Officers at subsidiary level have also been nominated and performed their duties well, furthermore they were appointed through a formal Directors' decree from respective subsidiaries.

2. Risk Assessment and Monitoring

Risk assessment and monitoring, written in the form of reports produced by the CRM Division constitute a form of the corporate risk management implementation. The following table lists the types of such reports.

3. Cooperation and Capacity Building

As part of professional risk management efforts, CRM needs to be actively involved as an association member and to cooperate with other professionals in the field of risk management. The Company's Board of Directors and CRM Division members are registered as members of GARP, PRMIA, IRMAPA and the Practicing Risk Manager Forum (PRMF). The Company's CRM Division has been invited as speakers at the Workshop ISO 31000: International Risk Management Standard event, and has also carried out a Benchmarking & Sharing Session with Risk Management Teams

TYPE OF ACTIVITY AND/OR REPORT	NUMBER OF REPORTS	DESCRIPTION
Risk Outlook 2019	1 (annual)	<ul style="list-style-type: none"> • stock ownership • investment budget • dividend growth • subsidiary revenue • market risk analysis • financial risk analysis • operational risk analysis • macro-economic conditions
Market and Industry Outlook (MIO)	53 (weekly)	<ul style="list-style-type: none"> • Macro economic conditions including inflation, Bank Indonesia interest rates, foreign exchanges reserves, exchange rates. • Capital Market, formed of the Composite Index (JCI), average fluctuation and volatility. • Commodities. • Market Performance of portfolio stocks held by the Company, including share price, volatility, risk level, trade volume and value and fluctuation comparisons between the stock portfolio and the JCI. • Industry news related to the Company's portfolio.
Market Risk Assessment(MRA)	4 (quarterly)	<ul style="list-style-type: none"> • macroeconomic conditions • commodities • core portfolio market risk analysis • risk evaluation • forecasting • risk mitigation
Financial Risk Report and Asset and Liability Management Position Monitoring	4 (quarterly)	<p>Company and Subsidiary financial performance review reports explain the results of the Z-Score analysis test, Internal Credit Rating and Liquidity Analysis.</p> <p>Weekly monitoring of Company asset positions as reflected through stock price in the market and ownership portion at every core portfolio and Company's debt position as reflected through principal, interest rates, payment terms, top-up positions and due dates.</p>
Transaction-Based Risk Evaluation	16 (per project)	<p>Reports on identification, evaluation and recommended mitigation of transaction-based risks at Company and Subsidiary level.</p> <p>These reports cover: financing, investment, divestment, and operational transactions, reporting and compliance as well as investment, divestment, and financing proposals from subsidiaries, requiring the agreement of the Investment and Risk Management Committee, Board of Directors and/or Board of Commissioners.</p>

of several public companies. Some CRM Division members hold CIA (Certified Internal Audit) and ERMAP (Enterprise Risk Management Associate Professional) certificates. Furthermore, the CRM Division have also attended various training programs and seminars held by other reputable associations and agencies; with the goal of those efforts is to enhance CRM staff's abilities, knowledge and insight in the field of risk management.

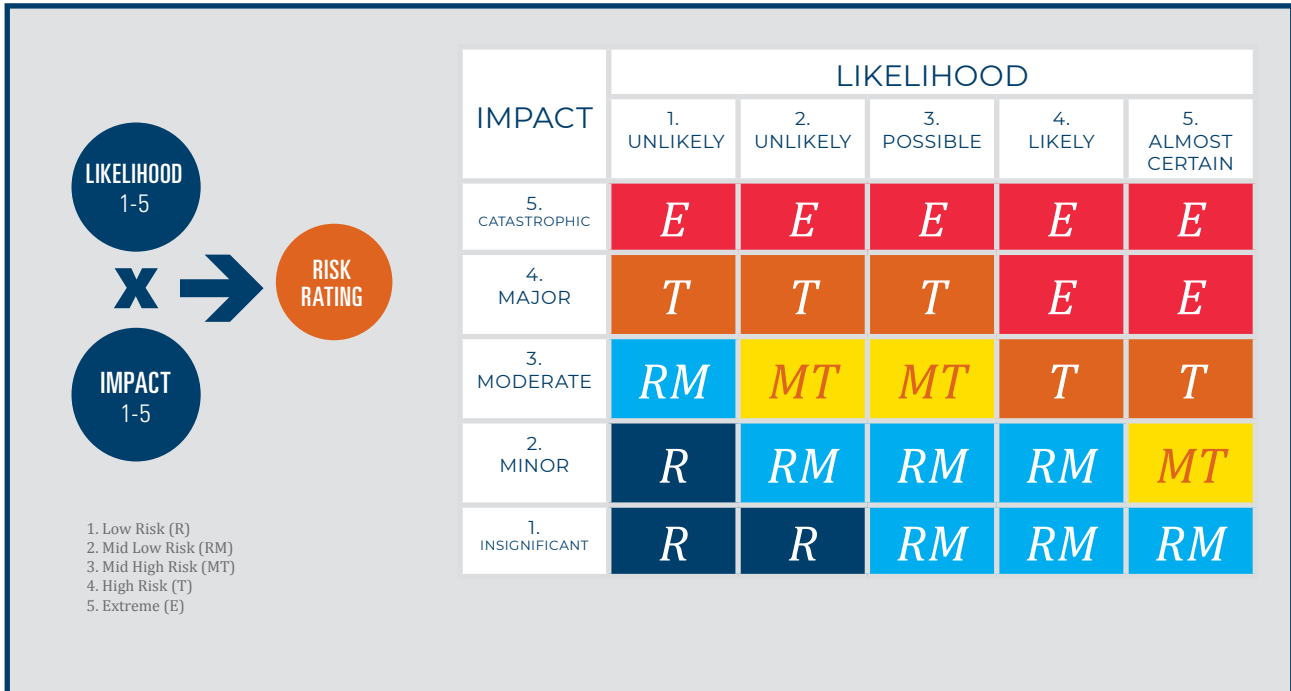
4. Cross-Division Projects

Cross-division risk management activities are part of CRM division's task and responsibility as representative of the Board of Directors to support and supervise Company operational activities, including carrying out of compliance duties to minimize risk of failure to achieve Company goals and targets as well as potential

loss in the Company's operational activities. These activities are project-based and temporary in nature. In 2020, the CRM Division was active in three cross-divisional activities: Governance – Risk – Compliance (GRC) Series, the construction of the 2019 Annual Report, 2019 Sustainability Report and financial report studies in every financial reporting period.

Corporate Risk Evaluation Matrix

The risk evaluation matrix serves as a reference for PT Bakrie & Brothers Tbk to evaluate risks, classified by their likelihood, impact and risk rating, as shown in the following illustration.



Integrated Risk Management at Company and Subsidiaries

A. Risks at Holding Level

CRM classified risks at Company holding level into seven types of main risks as follows:

1. Strategic Risk
2. Market Risk
3. Liquidity Risk
4. Insolvency Risk
5. Credit Risk
6. Mismatch Risk
7. Operational Risk

RISK CLASSIFICATION	RISK REGISTER	RISK MITIGATION
<p>1 Strategic Risk</p>	<ul style="list-style-type: none"> • A shortfall of revenues at the Company and/or consolidated subsidiaries level in a fiscal year. • Increased sovereign risk of the Republic of Indonesia (country risk) which can be caused by deteriorating macroeconomic conditions leading to a less economic stability required for business growth. Negative changes to the world/global economy will also affect the Indonesian economy and/or performance of the Company. The Company is strongly affected by the volatility of the Indonesian economy and/or the global economy. • The deterioration of the Company's reputation can be affected by the same issue experienced by other Bakrie Group Companies. • Changes in the composition of the Company's investment portfolio that may be less optimal due to unfulfilled macroeconomic condition assumptions. • Changes in the composition of financing constrained by the prevailing laws and regulations. • Failure to achieve synergy in marketing, finance, human resources and/or operational. • Inadequate good corporate governance practices, and/or • Unexpected changes to government policies and regulations, related to certain industries or to financial systems or fiscal or monetary policy of the country. 	<ul style="list-style-type: none"> • Risk identification and assessment, as well as recommendation to the Board of Directors and Risk Management Committee concerning every investment plan, particularly those that are related to change of Company investment and financing portfolio, and/or other strategic measure. • Carry out discussion and assessment on every transaction through IFRL-WG (Investment, Finance, Risk & Legal Working Group) to ensure completion of a transaction or project, operational monitoring and achievement of revenue target. • Continuously strive to build a unique and positive brand of Bakrie & Brothers among other businesses in the Bakrie Group while simultaneously supporting the reputation of Bakrie Group through intensive and professional collaboration with related parties, that are the creditors, print/electronic media, regulator, analysts and investors.
<p>2 Market Risk</p>	<p>Movements that are against the Company's expectation in:</p> <ul style="list-style-type: none"> • stock price of assets, • interest rate of the financing, • exchange rate, and/or • commodity prices affecting the Company's business. <p>Increased volatility associated to increased uncertainty in terms of:</p> <ul style="list-style-type: none"> • stock price of the assets, • interest rate of the financing, • exchange rate, • commodity prices affecting the Company's business. 	<ul style="list-style-type: none"> • Periodically calculates and review hedging process for certain risk factors if it is of beneficial value for the Company. • Consideration of hedging process is based on decided risk limit, consisting of risk rating based on price volatility, beta value range, risk aversion and range of product/asset/object market value. • Gradually reduce Company's share-based financing that are highly exposed to market risks.

<p>3 Liquidity Risk</p>	<ul style="list-style-type: none"> • Asset liquidity risk, i.e. the risk arising from factors affecting the market price of assets (stocks), such as the size of asset transaction volume, discrepancy between bid prices and market demand and total market value in circulation. • Cash flow risk, such as those that are due to lack of cash in the Company to pay the due principal or interest or other cash obligations. 	<ul style="list-style-type: none"> • Liquidity risks mitigation steps are highly dependent on market risks mitigation steps. • Periodically perform quantitative method measurement, Cash Flow At Risk (CFAR), particularly for cash flow availability risks. • The Company strives to periodically perform stress testing process on its investment portfolio in particular scenarios as an early anticipation of liquidity risks occurrence.
<p>4 Insolvency Risk</p>	<ul style="list-style-type: none"> • Risk that Company asset value is insufficient to meet all claims received by the Company, including long-term claims. 	<ul style="list-style-type: none"> • Improve operational and financial performance to regain investors' trust towards Bakrie Group. • Realized internal and external Good Corporate Governance (GCG) practices through information disclosure for regulator, investors and media. • Perform a breakthrough or corporate action directly related with real investment activity in order to regain positive market sentiment towards Bakrie Group. • Settlement of default and gaining new financing source to fund investment projects in infrastructure and other sectors.
<p>5 Credit Risk</p>	<ul style="list-style-type: none"> • Risk of failure of all or part of the cash flow promised from loans and securities held by the Company sourced from investment and non-investment activities through the use of the Company's loans facilities in banks or other financial institutions, and/or fund provision for liquidity requirements, working capital, debt restructuring and/or investment projects with certain yield levels in line with business/investment deals between related parties. 	<p>Credit risks mitigation starts with assessment on:</p> <ul style="list-style-type: none"> • Loan purpose and payment source. • Recent risk profile from debtor candidate. • Adequacy and quality of collateral/guarantee. • Repayment capacity analysis. • Internal business capacity analysis and benchmarking to similar industries. • Debtor risk mitigation plan in case of default. In credit risk management process the CRM set a risk limit as reference in managing investment and non-investment transactions categorized as credit risks
<p>6 Mismatch Risk</p>	<ul style="list-style-type: none"> • Refinancing risk, in which the cost of refinancing in the future increases and exceeds the returns of the Company's investment activities, and • Reinvestment risk, in which returns to be reinvested shrunk below the cost of funds. 	<ul style="list-style-type: none"> • Reprofile investment and financing portfolio to reduce mismatch and continuously perform similar risk mitigation steps.

7 Operational Risk

- | | |
|---|--|
| <ul style="list-style-type: none"> • Risk of negligence, error and/or fraud in internal business management related to Policies and Procedures, Human Resources, stock trading activity management, financial liabilities and asset management systems and other supporting systems (assets and working tools), as well as such aforementioned risks that are related to laws and regulations and other legal aspects. • Tax risk linked to the possibility of differing conclusions on tax regulations between relevant authorities, in which the Company has decided to respect and comply with all prevailing regulations. • Risk of poor decision-making or poor coordination between functions and structure within the Company | <ul style="list-style-type: none"> • Imposing sanctions for violations on system. • ERM work frame implementation in the Company. • Active participation of Company Compliance function with the Legal function in monitoring Company's adherence to various rules and regulations as well as legal aspects related with business activities of the Company as a whole. • Periodical risk profiling in each Division of the Company. |
|---|--|



B. Risks Faced by Company Related with Subsidiaries Business Activities

Considering that the Company's business continuity is affected by risk exposures arising directly from its business activities and indirectly from subsidiaries business activities, the Company is obligated to implement consolidated risk management in order to oversee those risks exposures. Consolidated risk management implementation is carried out by the Company through identifying, measuring, monitoring and managing risks arising from business activities of both Company and subsidiaries. The following are presentation of risk identification specific to Company and subsidiaries business activities in the manufacturing and infrastructure sector, namely: PT Bakrie Autoparts (BA), PT Bakrie Building Industries (BBI), PT Bakrie Indo Infrastructure (BIIN), PT Bakrie Metal Industries (BMI), and PT Bakrie Pipe Industries (BPI).

RISK CLASSIFICATION	RISK REGISTER	RISK MITIGATION
1 Strategic Risk	<ul style="list-style-type: none"> Risk of lack of innovation on design and product development. 	<ul style="list-style-type: none"> Perform periodical market research and peer review to identify and seize opportunities.
	<ul style="list-style-type: none"> Risk of being unable to suppress pricing/margin. 	<ul style="list-style-type: none"> Prudent expenses planning of production support.
	<ul style="list-style-type: none"> Risk of being unable to compete with competitor. 	<ul style="list-style-type: none"> Perform periodical benchmarking through market research and planning.
	<ul style="list-style-type: none"> Risk of lack of Human Resources planning based on talent and succession. 	<ul style="list-style-type: none"> Perform effective Human Resources planning and succession plan for decision makers and experts in each industry.
	<ul style="list-style-type: none"> Risk of deterioration of Company and subsidiaries reputation as perceived by the stakeholders due to lack of execution of GCG principles based business activities. 	<ul style="list-style-type: none"> Whistleblowing system management; socialization of GRC (governance, risk management, compliance) implementation up to subsidiaries, GCG self-assessment, assistance for Company up to subsidiaries; RCSA concept.
	<ul style="list-style-type: none"> Risk of tender loss. 	<ul style="list-style-type: none"> Partnership with other company; additional of expert human resources; improve internal control of financial condition; improve company business.
	<ul style="list-style-type: none"> Risk of shareholders' dissatisfaction. 	<ul style="list-style-type: none"> Perform shareholders and customer satisfaction survey.
	<ul style="list-style-type: none"> Risk of environment pollution caused by company activities. 	<ul style="list-style-type: none"> Adherence to Environmental Impact Assessment Survey and increase responsiveness to external condition and complaints.
2 Market Risk	<ul style="list-style-type: none"> Risk of commodity or raw material price volatility. 	<ul style="list-style-type: none"> Perform monitoring of related commodities price movement; perform planning for timely purchase of raw material; perform effective PPIC.
	<ul style="list-style-type: none"> Risk of instability of central bank rate and foreign exchange rate. 	<ul style="list-style-type: none"> Perform monitoring of foreign exchange rate, central bank rate and capital market movement; periodically consider and review possibility of hedging for certain risk factors if it is deemed beneficial for the Company.
	<ul style="list-style-type: none"> Risk of capital market volatility. 	

RISK CLASSIFICATION	RISK REGISTER	RISK MITIGATION
3 Liquidity Risk	<ul style="list-style-type: none"> • Risk of production cost overrun which might disturb cash flow. 	<ul style="list-style-type: none"> • Perform detailed and comprehensive financial planning.
	<ul style="list-style-type: none"> • Risk of missing revenue target (including Company's revenue) due to insufficient working capital. 	<ul style="list-style-type: none"> • Build synergy with other subsidiaries and companies in order to maximize resources.
	<ul style="list-style-type: none"> • Risk of insufficient cash for operation activities. 	<ul style="list-style-type: none"> • Perform cash flow monitoring and internal control; review of related policies and procedures.
4 Insolvency Risk	<ul style="list-style-type: none"> • Force majeure. 	<ul style="list-style-type: none"> • Insurance
	<ul style="list-style-type: none"> • Risk of production cost overrun which initiate major loss. 	<ul style="list-style-type: none"> • Perform prudent loan planning and review on credit agreement by taking its advantages and disadvantages into consideration; implement internal and external GCG practices through information disclosure to Stakeholders; perform new breakthrough or corporate actions that are related to real investment activities; settlement of matured loan and acquire new funding source to finance investment projects in infrastructure or other sectors.
	<ul style="list-style-type: none"> • Risk of default on major liabilities. 	
5 Credit Risk	<ul style="list-style-type: none"> • Risk of Bank credit facility extension (fine). 	<ul style="list-style-type: none"> • Perform prudent loan planning and review on credit agreement by using pros and cons analysis.
	<ul style="list-style-type: none"> • Risk of Bank loan delinquency. 	
	<ul style="list-style-type: none"> • Risk of late payment of tax. 	<ul style="list-style-type: none"> • Perform periodical tax payment planning.
6 Mismatch Risk	<ul style="list-style-type: none"> • Risk of late payment by customers. 	<ul style="list-style-type: none"> • Perform synergy with financing company/Bank and/or supplier vendor to carry out vendor financing and working capital credit; perform effective project finance planning; perform strategic alliance synergy with other reliable companies to carry out investment.
	<ul style="list-style-type: none"> • Risk of inadequate working capital for project execution. 	
	<ul style="list-style-type: none"> • Risk of inadequate total loan to finance projects. 	
	<ul style="list-style-type: none"> • Risk of unavailability of long term loan for investment financing. 	

RISK CLASSIFICATION	RISK REGISTER	RISK MITIGATION
7 Operational Risk	<ul style="list-style-type: none"> • Risk of construction damage. 	<ul style="list-style-type: none"> • Perform periodic maintenance.
	<ul style="list-style-type: none"> • Risk of reject products. 	<ul style="list-style-type: none"> • Reinforce QC and SOP based review on production process.
	<ul style="list-style-type: none"> • Risk of labor strike. 	<ul style="list-style-type: none"> • Perform HR related policies and procedures monitoring; perform coordination with HR related parties; intensify supervision; socialization of HR & GA issue and its resolutions.
	<ul style="list-style-type: none"> • Risk of design and technology error. 	<ul style="list-style-type: none"> • Perform thorough review and project planning with related parties concerning design development and technology utilization.
	<ul style="list-style-type: none"> • Risk of legal views that are unsuitable, failed at problem solving, and unsupportive of Company business development. 	<ul style="list-style-type: none"> • Perform second review for every internal and external legal review.
	<ul style="list-style-type: none"> • Risk of Information Technology implementation that is unstructured and has deviated from Roadmap. 	<ul style="list-style-type: none"> • Formation of IT implementation team according to master plan.
	<ul style="list-style-type: none"> • Risk of material purchase error (wrong specification). 	<ul style="list-style-type: none"> • Confirmation of completeness (detailed and specific) and accuracy of received RFQ by buyer; composing of PO matched with user requirement.
	<ul style="list-style-type: none"> • Risk of sub-contractors not meeting specification. 	<ul style="list-style-type: none"> • Perform review and implementation of policies and procedures for products and services procurement.
	<ul style="list-style-type: none"> • Risk of unperforming career path. 	<ul style="list-style-type: none"> • Perform effective career planning and succession plan with reference to Bakrie Leadership Journey Matrix; execution of transfer and rotation based on employee's interest and talent; training program.
	<ul style="list-style-type: none"> • Risk of high work injuries. 	<ul style="list-style-type: none"> • Periodical HSE socialization and strict supervision by HSE team.
	<ul style="list-style-type: none"> • Risk of fraud and abuse of authority. 	<ul style="list-style-type: none"> • Whistleblowing system implementation; signing of business conduct policy, code of ethics and integrity pact; internal control implementation.
	<ul style="list-style-type: none"> • Risk of production failure caused by power outage. 	<ul style="list-style-type: none"> • Perform power switching to genset; maintain genset condition.
	<ul style="list-style-type: none"> • Risk of unavailable spare part and raw material stock. 	<ul style="list-style-type: none"> • ERP system implementation.
	<ul style="list-style-type: none"> • Risk of machine failure and over-capacity caused by production activity. 	<ul style="list-style-type: none"> • Perform scheduled maintenance program for machineries.

RISK CLASSIFICATION	RISK REGISTER	RISK MITIGATION
	<ul style="list-style-type: none"> Risk of untimely operation. 	<ul style="list-style-type: none"> Coordination with related parties, strict and timely supervision on planned time frame.
	<ul style="list-style-type: none"> Risk of tort by related parties. 	<ul style="list-style-type: none"> Perform comprehensive and thorough review.

Risks Evaluation of Company at Holding and Subsidiaries Level

Risk evaluation was done annually by all Departments. At every fourth quarter, 19 (nineteen) members of Company RCSA Officer formulate and update the risk register on each Department's work sheet. The following table displays the result of fourth quarter year 2020 risk register.

Sustainable ERM and GRC process is managed through assessment of each risk registered by each business process in the Company.

Total risk of operation risk level evaluation at each Department at Holding level in 2020 is 123 risk register. While at Subsidiaries level, the total of risk register in 2020 is 266 risk register. The Company continues to support RCSA Officer in developing accurate comprehension of risk owners at every business unit concerning risk management and mitigation in their business process, so that the RCSA Officer (and risk owner) are capable of performing insightful risk management, reducing risk exposure and mitigating risk.

Table 1: Matrix Result of Risk Register of Company at Holding level year 2020

IMPACT	LIKELIHOOD				
	1. RARE	2. UNLIKELY	3. POSSIBLE	4. MOST LIKELY	5. ALMOST CERTAIN
5. CATASTROPHIC	EXTREME : 22				
4. MAJOR	HIGH: 46				
3. MODERATE		MEDIUM TO HIGH: 23			
2. MINOR	LOW: 9	LOW TO MEDIUM: 23			
1. INSIGNIFICANT					

Total Risk Register of Company at Holding Level: 123

Table 2: Matrix Result of Risk Register of Company at Subsidiaries level year 2020

IMPACT	LIKELIHOOD				
	1. RARE	2. UNLIKELY	3. POSSIBLE	4. MOST LIKELY	5. ALMOST CERTAIN
5. CATASTROPHIC	EXTREME : 6				
4. MAJOR	HIGH: 43				
3. MODERATE		MEDIUM TO HIGH: 89			
2. MINOR	LOW: 30	LOW TO MEDIUM: 79			
1. INSIGNIFICANT	VERY LOW: 19				

Total Risk Register of Company at Subsidiaries Level: 266

Company Evaluation on the Effectiveness of Risk Management Systems

The Company's evaluation on the effectiveness of risk management systems is one of the tasks of the Investment and Risk Management Committee whose aforementioned evaluation is as follow:

1. The Investment and Risk Management Committee accepted well the results of the risk management program implementation carried out by CRM. In 2020, the CRM Department has published Market & Industry Outlook (MIO), Market Risk Assessment (MRA), Risk Outlook Risk, Financial Risk Report and Transaction Based Risk Report (Risk Assessment and Recommendation Sheet). The Committee requested CRM to implement Financial Risk Report with its mitigations in Company Subsidiaries, as well as improving Asset Liability Management Report.

The Investment and Risk Management Committee was therefore able to see that the risk mitigation efforts had already been carried out by the Board of Directors, and that the results of the risk assessment had been used as reference in the decision-making process by the management. The Investment and Risk Management Committee also advised the CRM Division to implement steps in order to maintain and increase risk awareness at every subsidiary of the Company.

2. The Investment and Risk Management Committee has evaluated the CRM Division's efforts to increase risk culture in BNBR and its Business Units in order to achieve higher awareness of risks. The Investment and Risk Management Committee appreciates the risk culture increase implementation carried out by CRM so far.
3. The Investment and Risk Management Committee advises the CRM Division to constantly monitor the managements mitigation efforts to maintain positive sentiment toward Bakrie Group shares, which are ensuring Good Corporate Governance (GCG) both internally and externally, through transparent disclosure to regulators, investors and the media; carrying out corporate actions directly related to investment in the real sector, so as to ensure positive sentiment toward Bakrie Group; resolving default; and finding new sources of funding for investment projects in infrastructure and other areas.

IMPORTANT LEGAL CASES

In 2020, the Company, Board of Commissioners, Directors and employees of BNBR were not involved in any legal or taxes cases.

ACCESS TO COMPANY INFORMATION AND DATA

As a public company, BNBR strives to disseminate clear, comprehensive and on time information to the stakeholders, as the manifestation of its commitment towards accountability and information transparency principles related to the Company's performance and operations.

For easy access to the public on BNBR information, the Company provides several official contacts information on the Company, including performance reports, announcements, and BNBR business activities, through:

Corporate Secretary or Investor Relations

PT Bakrie & Brothers Tbk

Bakrie Tower Lt. 35-37

Rasuna Epicentrum

Jl H.R. Rasuna Said

Jakarta 12940, Indonesia

Telephone : (62 21) 2991 2222

Fax : (62 21) 2991 2333

Email : bnbr.corcomm@bakrie.co.id
ir@bakrie.co.id

Website : www.bakrie-brothers.com

FUNDS PROVISION FOR SOCIAL AND POLITICS ACTIVITY

The Company is aware that assest funds and/ or company's profits is inappropriately meant for political grant interests. This political grant includes; donation to political parties, legislations candidates, and community group in litigation, group/institutions/foundations under one party.

To that end, the company does not involved in any political activities and does not in the position to grant donation for political interests. The Company put more focused on fund allocation to activities with highest care towards the social and environmental issues, as the manifestation of the Corporate social responsibility to the community. The Company reports in detailed the 2020 corporate social responsibility in the Chapter of Corporate Social Responsibility in this Annual Report.

CORPORATE CODE OF ETHICS AND CODE OF CONDUCT

BNBR continues to strive in building organization supported by people with honesty, integrity, and loyalty, to achieve business sustainability. This effort is embodied by the development of Code of Conduct and Business Conduct Policy. By the implementation of code of conduct, professionalism is expected to be elevated in the management level and all employees of PT Bakrie & Brothers Tbk including subsidiary.

Code of Conduct Implementation

The code of conduct and business conduct policy contains full principles of the Company and covers the values and standard of manners of PT Bakrie & Brothers Tbk. Both conducts are applicable to all BNBR people in all level of Company's organization, and shall be used in day-to-day activities. These conducts enabled the best choices and acted in the highest integrity by following the Company's principles.

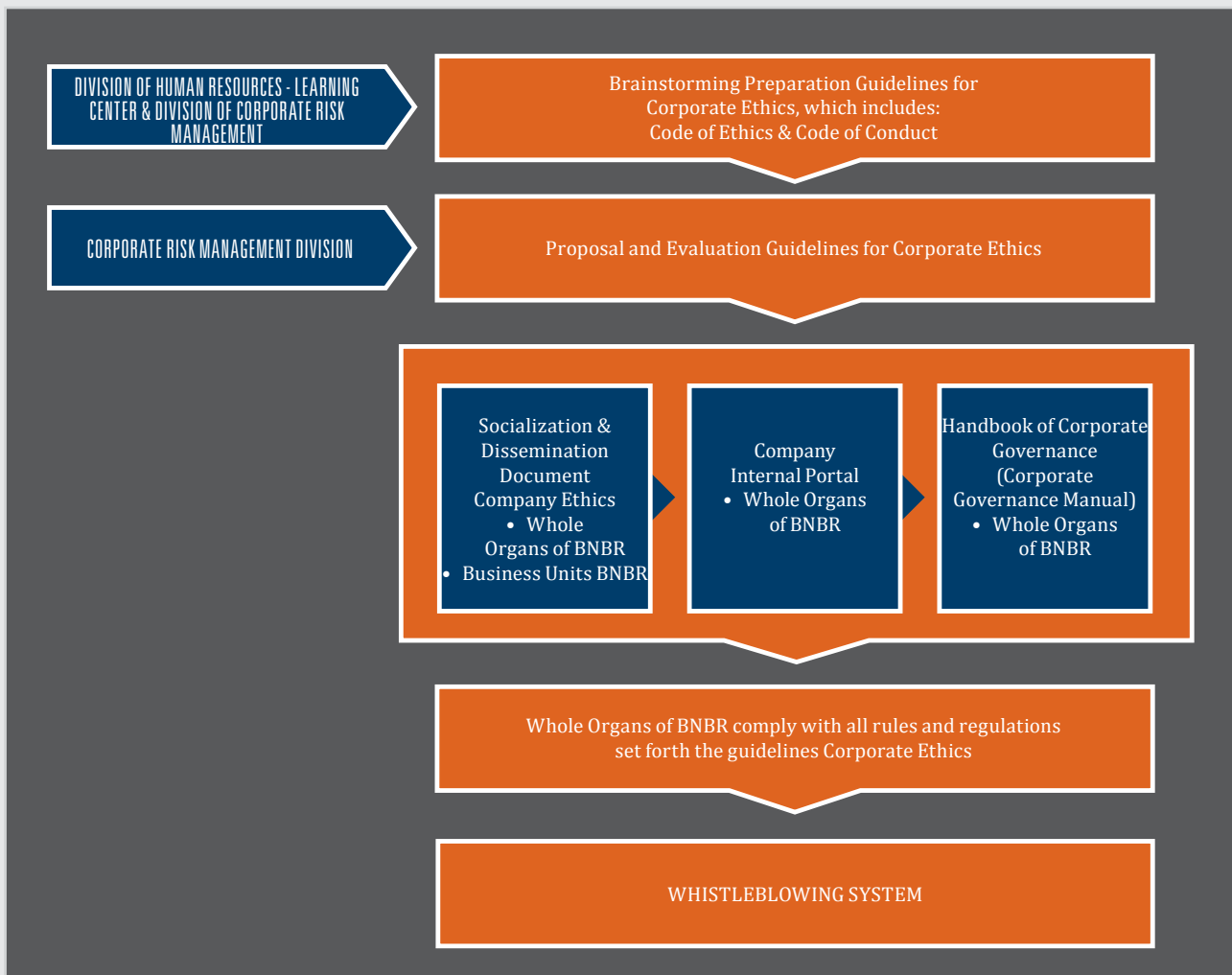
The implementation and enforcement of Code of Conduct and Business Conduct Policy of PT Bakrie & Brothers Tbk is stipulated in:

- Corporate Governance Guidelines
- Board Manual
- Conflicts of Interest Guidelines
- Integrity Pacts
- Corporate Culture



Code of Conduct Dissemination Mechanism

The Company's Code of Conduct Dissemination Mechanism is illustrated as below:



CODE OF ETHICS

PT Bakrie & Brothers Code of Ethics represents the employees' code of conduct in conducting their works. Every employee of PT Bakrie & Brothers Tbk is responsible to understand and implement this code in all daily activities. The Code of Ethics of PT Bakrie & Brothes Tbk consists of standard of manners in interact with the stakeholders, such as illicit activity, compliance on the Company's laws and policies, recordings and appropriate assets utilization, compensations for agents and others, prohibition of conflicts of interest, prohibition in granting and entertain the stakeholders, honesty in reporting perdiem, disclosure of the Company's confidentiality with permission, protection on the Company's interests, prohibition to act that may caused any loss to the Company, prohibition to violate the Company's Code of Ethics, compliance

on the Company's Regulations, and good cooperation with the auditors and legal counsels.

Code of Ethics Socialization

The socialization and dissemination of Code of Ethics Document and Business Conduct Policy is periodically conducted every year in the event holds by the Corporate Risk Management (CRM) Division, namely Governance-Risk-Compliance (GRC) Day. This event is attended by all Company's organs and business units. The signing of Code of Ethics document and Business Conduct Policy is done by all Company's employees and business units collectively. In addition, the Company disseminated the Code of Ethics through the Corporate Governance Guidelines and company's internal portals.

Business Conduct Policy

The Business Conduct Policy of PT Bakrie & Brothers Tbk is a compilation of norms and rules that become the platform of ethics and code of conduct in every actions or expressions regarding matters that are obliged, prohibited, or inappropriate to be performed by employees of PT Bakrie & Brothers Tbk.

The Business Conduct Policy is intended to support an ethical performance effectiveness based on laws. In general, Business Conduct Policy consists of policies on financial recording, inappropriateness, receipt of payment, entertainment and business, conflicts of interest, and annual questionnaires.

Enforcement and Violation Sanctions

The effort of the Company in the enforcement of code of conduct among others are through the signing of Code of Ethics document and Business Conduct Policy. All employees are also mandated to sign the working agreement, which included the agreement on compliance towards the company's regulations. For several types of violations, the Company stipulated sanctions through reprimand, warning letters as well as termination of employment.

CORPORATE CULTURE STATEMENTS

The Company has the cultural foundation that reflects the organization conduct and ethics communicated in writing and as the guidelines for all Company's employees. The corporate culture rooted in noble values that become the platform of the Company's management. In BNBR, the corporate culture is stated in Trimatra Bakrie statements.

TRIMATRA BAKRIE BASIC VALUE



INDONESIAN-NESS

Point of views, motives and actions of Bakrie People who are proud to be Indonesian Nation, with global perspective and contribute to the world community's.

TOGETHERNESS

Point of views, motives and actions of Bakrie People that put forward the synergy in diversity.

USEFULNESS

Point of views, motives and actions of Bakrie People that prioritizing the effectiveness and efficiency of resources to improve the quality of better life

INSTRUMENTAL VALUE

INTEGRITY

Conducting duties with sincerity, passion, loyalty, honesty, always respecting the principles of truth and put the interests of the nation and the company.

PROFESSIONALISM

Have the knowledge, skills and insights that support the achievement of maximum employment with the best quality and conduct, governed and highly uphold personal and company's relations value with any parties.

WHISTLEBLOWING SYSTEM

BNBR has developed and implemented Whistleblowing System through the Policies and Procedures No. 258/BNBR/III/2012 concerning the Implementation of Whistleblowing System. The Whistleblowing System is intended to build loyalty to the Company and create conducive working environment, by supporting the whistleblowing towards matters that may cause financial or non-financial losses to the Company, including matters which may damage the Company's good name and image.

Whistleblowing Policy

Whistleblowing System is a manifestation of good Corporate Governance principles enforcement, related with the business operations of transparent, accountable, and responsible. Whistleblowing System is expected to place the roles as prevention function and detections towards whistleblowing potentials. The Company provides this system as the facility to BNBR employees, subsidiaries, and or external parties, in disseminating feedbacks, complaints and reports on matters, events, or actions that are inappropriate towards the Company's conduct, community norms, prevailing laws and legislations. Whistleblowing System is considered as one of the most secure, effective and efficient in prevention, reporting, collective of evidence and following up actions on the violations by the Company's employees or management. This system protects the whistleblowers' identity and rights to support conducive follow up.

Whistleblowing Management

The Company's Whistleblowing System is managed professionally by the Ethics & Compliance Committee, assisted by Whistleblowing System Administration Management. The Ethics & Compliance Committee is a committee appointed and established by the Board of Directors to support the Directors in providing directions, decision-making and supervision on the Company's adherence/compliance and/or the Board of Commissioners, Directors and employees as well as executives of the Company towards ethics and conduct policies or prevailing laws and regulations. The Ethics & Compliance Committee guarantees protection to every Whistleblower. The Ethics & Compliance Committee and Whistleblowing System Officer guarantee the confidentiality of the Whistleblowers' identity that provide their personal data and information for communication

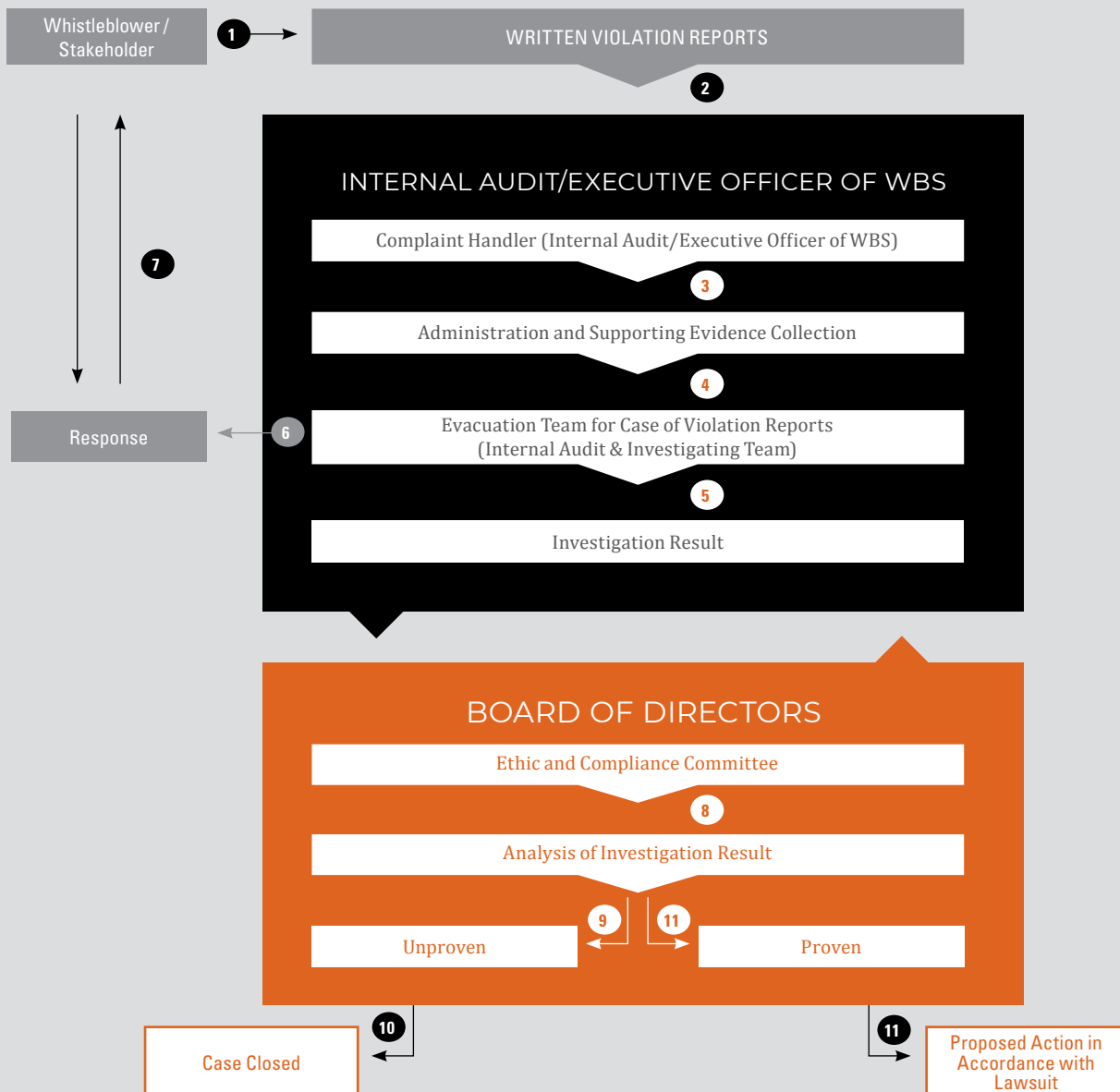
purposes; including guarantee of confidentiality of the Whistleblowers' identity to the Investigation Team. The Whistleblowing System Officer/WBS Manager consists of the Corporate Internal Audit ("CIA"), and in implementing its duties, the CIA establishes and coordinates the Investigation Team, which members are comprising of Legal Department, Enterprise Risk Management (ERM) Department, Compliance Department, and Human Capital (HC) Function, whereby the duties and responsibilities of Investigation team are to assist the WBS Manager in analyzing the whistleblowing system cases.

Reporting Management On Alleged Violations by the Employees

In general the following are procedures of whistleblowing system management of PT Bakrie & Brothers Tbk:

1. Whistleblowers aware and have the initial evidences that relevant with the violations indications done by the offenders (Reported) and submit it to the WBS Manager through hotlines or emails.
2. WBS Manager conducts prescreening on the initial evidences towards its relevancy with the initial indication reports presented by the Whistleblowers. WBS manager finds the other supporting evidences relevant and sanction that related to the whistleblowing.
3. WBS Manager forms the Investigation Team to assist the Internal Audit Unit (IAU) in analyzing the violations cases. Based on the investigations results, Ethics & Compliance Committee will audit and analyze the investigations results as a base of decision-making.
4. In the proven of violations:
 - Ethics & Compliance Committee stipulates sanctions and issued the Decree of Whistleblowing Sanctions to the Offenders.
 - Ethics & Compliance Committee submits to the HC Functions for following up the Decree of Whistleblowing Sanctions.
 - Ethics & Compliance Committee can submits to the Corporate Legal Department for every violations towards laws and regulations for follow up to the authorities.

WHISTLEBLOWING SYSTEM PROCEDURES CONDUCTED BY **THE EMPLOYEES**

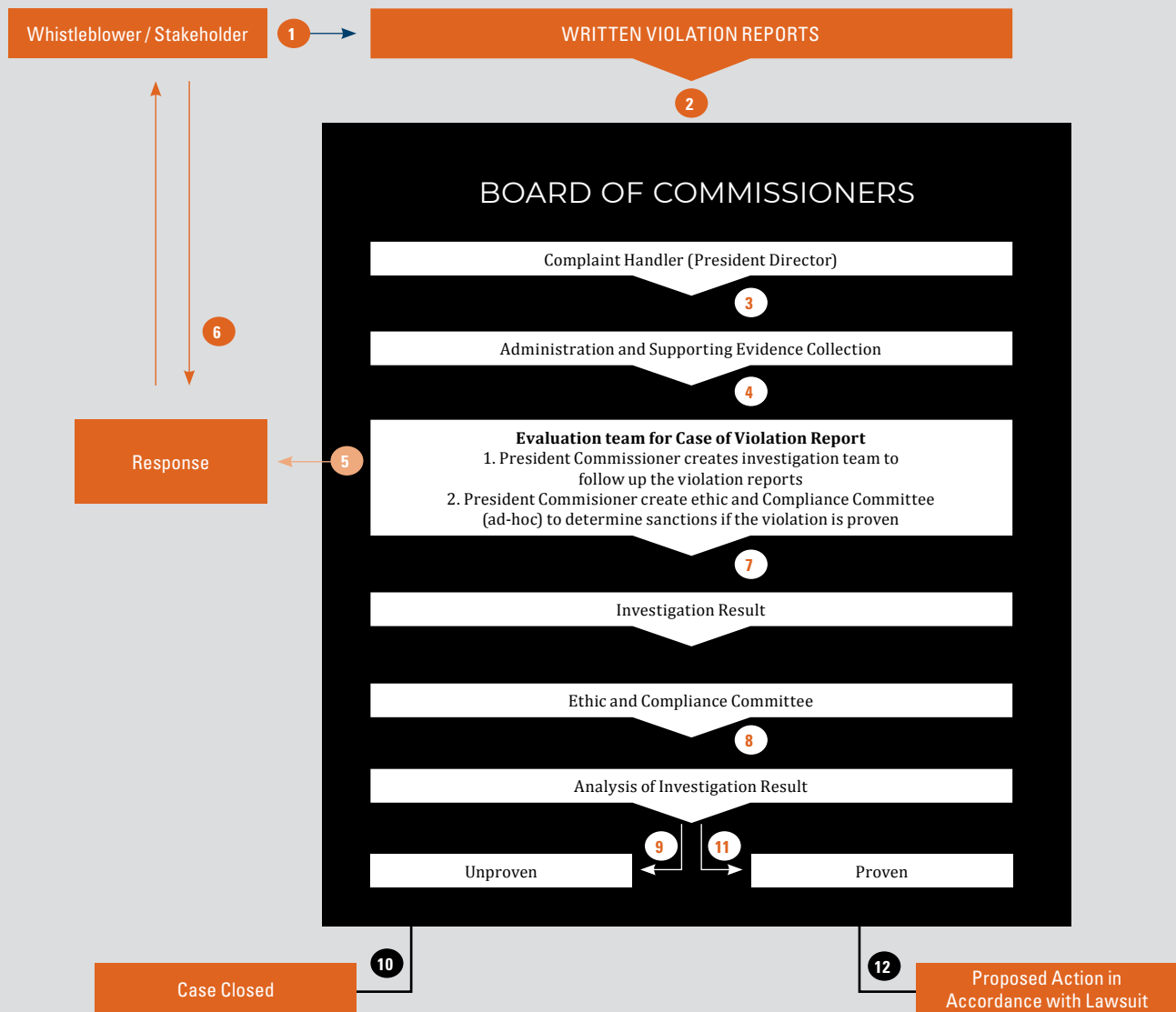


Reporting Management on Alleged Violations by the Board of Commissioners or Directors or WBS Managers

The following are procedures for the whistleblowing system by the Board of Commissioners/ Directors/ WBS Managers:

1. The Whistleblower is aware and has the initial evidences on violations indications conducted by the Board of Commissioners/ Directors/ WBS Managers. If the Offenders are the Board
2. The President Commissioner/ President Director conducts prescreening on the submitted initial evidences, for its relevancy with the violations indication presented by the Whistleblower by completing the Whistleblowing Forms.

WHISTLEBLOWING SYSTEM PROCEDURES OF VIOLATIONS DONE BY **THE BOARD OF DIRECTORS**

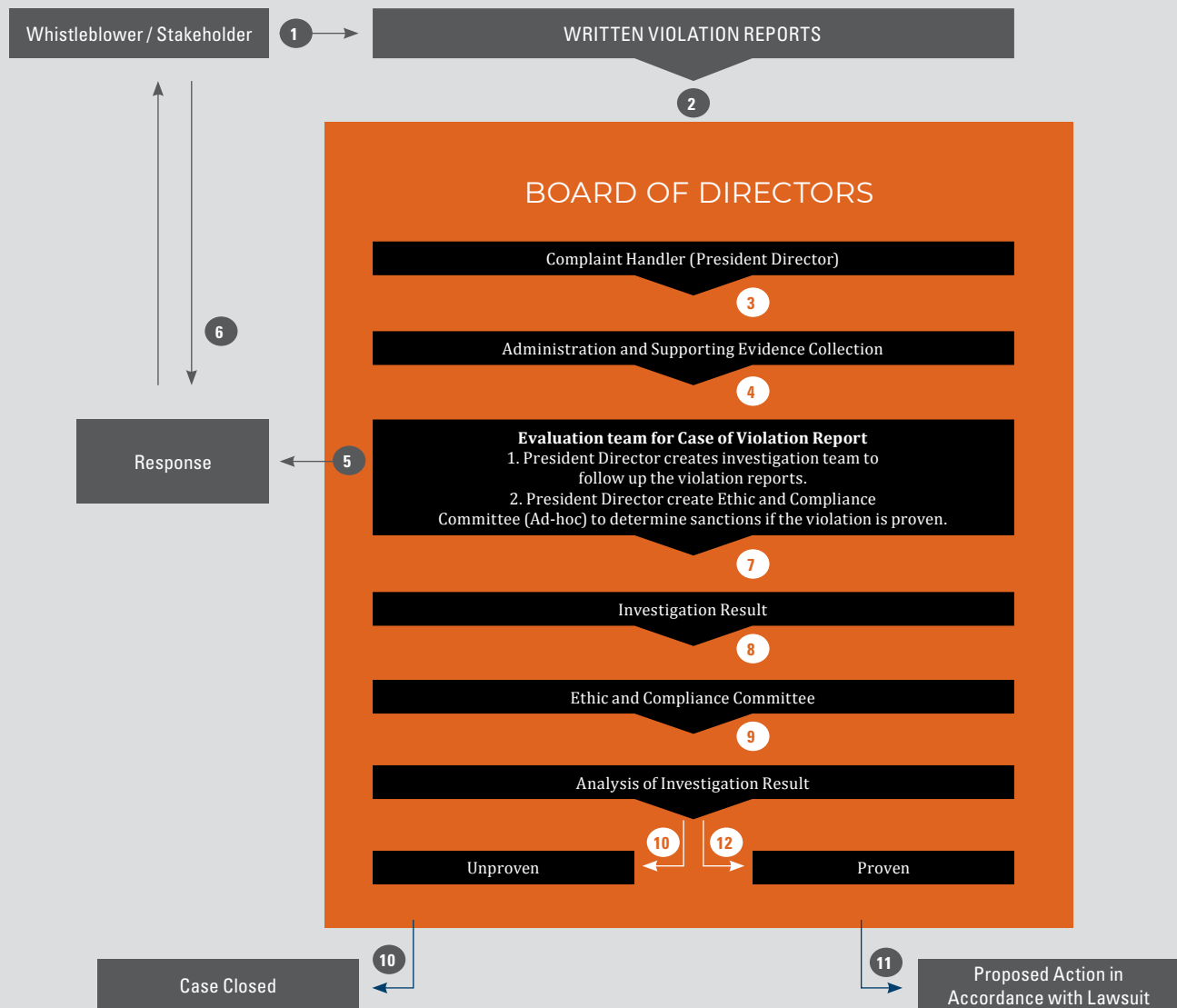


3. The Commissioner/ President Director forms the internal Investigation Team and/or can request assistance from an independent external party for the following up of the violations. If the violations indications are done by the Board of Directors, President Commissioner forms the ad-hoc Ethics & Compliance Committee to set the sanctions to the Offenders if he/she proven guilty.
4. In the proven of violations:
 - Ethics & Compliance Committee stipulates sanctions and issued the Decree of

Whistleblowing Sanctions to the Offenders.

- Ethics & Compliance Committee submits to the President Commissioner/ President Director for following up the Decree of Whistleblowing Sanctions.
- Ethics & Compliance Committee can submit to the Corporate Legal Department for every violations towards laws and regulations for follow up to the authorities.

WHISTLEBLOWING SYSTEM PROCEDURES OF VIOLATIONS DONE BY THE **BOARD OF COMMISSIONERS** OR **WBS MANAGERS**



Whistleblowing System Socialization

The Regulation and Implementation on Whistleblowing System is disseminated and evaluated sustainably to all employees of PT Bakrie & Brothers Tbk, and periodically conducted the Whistleblowing System advancement/refinement for sustainability in accordance with the Company's business development. The following are steps taken by the Company:

1. The Company conducts socialization, implementation and evaluation on Whistleblowing System continuously.
2. The socialization activity is done sustainably towards the Company's internal or external parties. The socialization for internal party will be focusing on the understanding, awareness and requirements to implement consistent GCG. The socialization to the external party is intended to provide understanding on the Company's applicable frameworks in accordance with GCG principles.
3. Whistleblowing System is consistently implemented with full commitment from all elements of PT Bakrie & Brothers Tbk and supported by the others stakeholders.

- The Company evaluates the Whistleblowing System. The evaluation is intended to acknowledge and measures the appropriateness of Whistleblowing System with the Company's needs as well as the effectiveness of implementation programs. Based on evaluation results, improvement and development of Whistleblowing System and its implementation programs will be conducted sustainably.

- Protection against retaliation from the Offenders or the Company as well as the other protections within the ability of the Company;
- Protection guarantee provided by the Company's Ethics & Compliance Committee to the Whistleblowers.

The protection on the retaliation from the Offenders as well as other protections within the Company's ability.

Whistleblower Protection

To maintain stability and conducive environment, Whistleblowing System shall provide whistleblower protection to the Whistleblowers. The protection to the whistleblowers cover the following:

- Independent, free and confidential reporting facilities;
- Whistleblowers' identity confidentiality guarantee;

Reports of Violations During 2020

Since the policies and procedures of Whistleblowing System was developed in 2012 and were intensively socialized to employees throughout 2020. Up to December 31, 2020 the Company received several reports of violations which were immediately followed up in accordance with the Whistleblowing System mechanism. Violation reports handled by WBS Managers throughout 2020 with assignments to the Investigation Team with Internal Audit are as follows:

NO	AUDITEE	FOLLOW UP TO VIOLATION REPORTS	LETTER OF ASSIGNMENT	REPORT OF WORK RESULT	STATUS
1	PT Bakrie Autoparts	Follow up during Operational Audit	001/BOD-AAB/I/2020 Dated January 2, 2020	LAP-001/INTERNAL AUDIT-BB/IV/2020 Dated 7 April 2020	Done
2	PT Bakrie Building Industries	Investigation Audit	014/BOD-AAB/V/2020 Dated May 14, 2020	LAP-006/INTERNAL AUDIT-BB/VII/2020 Dated July 13, 2020	Done
3	PT Bakrie Building Industries	Investigation Audit	018/BOD-AAB/VIII/2020 Dated August 10, 2020	LAP-009/INTERNAL AUDIT-BB/IX/2020 Dated September 7, 2020	Done

INFORMATION FOR INVESTORS

Since 2013 the Company started serious efforts to improve its financial position by means of, among others, restructuring of Company's debt through conversion of such debt into Company shares as approved by creditors or lenders.

Restructuring through conversion is carried out in stages by firstly implementing conversion of debts from creditors or lenders who have approved the conversion restructuring terms as proposed by the Company.

Capital Increase with Non Preemptive Rights (“NPR”) through Issuance of Mandatory Convertible Bonds

Extraordinary General Meeting of Shareholders of PT Bakrie & Brothers Tbk (“The Company”) held on June 2, 2016 (“EGMS”) has approved Capital Increase with Non Preemptive Rights (“NPR”) with adherence to OJK Rule No.38/POJK.04/2014 through issuance of Mandatory Convertible Bonds (“MCB”) and shares D series.

Before conducting the EGMS, the Company has disclosed its plan to issue MCB which will be converted into Company New Shares through Non Preemptive Rights mechanism (“Transaction Plan”) by publishing Information to Shareholders on April 26th, 2016.

The Company conducted capital increase with Non Preemptive Rights in accordance with POJK No.38/POJK.04/2014, specifically according to article 3 (b) that the Company has negative net working capital and has obligations greater than 80% of Company assets at the time EGMS was conducted, or article 3 (c) that the Company is unable to avoid default on its obligations to a non-affiliated lender and if such lender agrees to accept shares or convertible bonds of the Company in settlement of the loan.

The Company will issue MCB as much as Rp990,692,339,000 where each MCB holder will convert the MCB into Company New Shares through capital increase with NPR mechanism as much as 19,813,846,780 shares or equivalent to 17.45% of Company issued and fully paid capital after the execution of Transaction Plan with exercise price of Rp 50 with par value of Rp50 per share. The period of MCB conversion is 5 (five) years since the MCB issuance date.

Transaction Plan is a Material Transaction, however it was exempted from such definition as regulated in Rule IX.E.2 and it was not an Affiliated Transaction or Transaction with conflict of interests as described in Rule IX.E.1.

Company’s debts that will be exchanged into MCB are debts from the following creditors:

1. Daley Capital Limited
2. Interventures Capital Pte Ltd
3. Smart Treasures Limited
4. Harus Capital Limited
5. PT Maybank Kim Eng Securities

Furthermore the aforementioned creditors became holders of MCB and are eligible to exercise conversion of MCB into Company New Shares.

Capital Increase with Non Preemptive Rights (“NPR”) First Stage Conversion One

On December 15, 2016 PT Bakrie & Brothers Tbk has executed capital increase with NPR through conversion of MCB with total additional shares of 3,300,000,000 shares valued at Rp 50 per share. The party that absorbed the shares was Daley Capital Ltd and the fund raised from this addition of shares was used to settle Company’s debt. Before the execution of capital increase with NPR the Company issued and fully paid capital was as much as 93,721,717,528 shares and after the execution of capital increase with NPR its total increased to 97,021,717,528 shares.

Capital Increase with Non Preemptive Rights (“NPR”) First Stage Conversion Two

On March 31, 2017 PT Bakrie & Brothers Tbk has executed capital increase with NPR through conversion of MCB with total additional shares of 16,458,094,820 shares valued at Rp 50 per share. The party that absorbed the shares was Daley Capital Ltd which appointed PT Solusi Sarana Sejahtera, Interventures Capital Pte Ltd, PT Maybank Kim Eng Securities, Harus Capital Ltd, and Smart Treasures. The fund raised from this addition of shares was used to restructure Company’s debt. Before the execution of capital increase with NPR the Company issued and fully paid capital was as much as 97,021,717,528 shares and after the execution of capital increase with NPR its total increased to 113,479,812,348 shares.

Capital Increase with Non Preemptive Rights (“NPR”) First Stage Conversion Three

On September 12, 2017 PT Bakrie & Brothers Tbk has executed capital increase with NPR through conversion of MCB with total additional shares of 55,751,960 shares valued at Rp 50 per share. The party that absorbed the shares was PT Solusi Sarana Sejahtera and the fund raised from this addition of shares was used to restructure Company’s

debt. Before the execution of capital increase with NPR the Company issued and fully paid capital was as much as 113,479,812,348 shares and after the execution of capital increase with NPR its total increased to 113,535,564,308 shares.

Capital Increase with Non Preemptive Rights (“NPR”) Second Stage Conversion One

On April 3, 2018 PT Bakrie & Brothers Tbk has executed capital increase with NPR through conversion of MCB and issuance of ordinary shares D series with total additional shares of 7,624,865,069 shares valued at Rp 50 per share. The party that absorbed the shares was PT Solusi Sarana Sejahtera and Merrill Lynch International, the fund raised from this addition of shares was used to restructure Company’s debt. Before the execution of capital increase with NPR the Company issued and fully paid capital was as much as 113,535,564,308 shares and after the execution of capital increase with NPR its total increased to 121,160,429,377 shares.

Capital Increase with Non Preemptive Rights (“NPR”) and Change in Share Par Value Through Reduction of Total Outstanding Shares (Reverse Stock)

The Company’s effort to restructure its debt continues throughout 2018.

Extraordinary General Meeting of Shareholders of PT Bakrie & Brothers Tbk (“The Company”) held on April 27, 2018 (“EGMS”) has approved Capital Increase with Non Preemptive Rights (“NPR”) with adherence to OJK Rule No.38/POJK.04/2014 through issuance of 72 (seventy two) shares C series with par value of Rp 114 per share and issuance of 551 (five hundred fifty one) shares D series with par value of Rp 50 per share, therefore total fund raised from NPR was as much as Rp 71,002. The NPR execution plan was Company’s action to avoid odd-share potential resulting from implementation of Company Reverse Stock.

The EGMS held on April 27, 2018 also approved implementation of Reverse Stock with adherence to prevailing Capital Market regulations which include Decisions of the Board of Directors of the Indonesia Stock Exchange Inc. (“BEI”) Kep-00001/BEI/01-2014 Rule of Securities Listing Number I-A concerning General Regulations on Listing of Equity-Type Securities in Stock Exchange (Attachment to the Decisions of the Board of Directors of the Jakarta Stock Exchange Inc. No: Kep-305/BEI/07-2004 dated

July 19, 2004). The rationale of the Reverse Stock implementation was fulfillment of a prerequisite condition for Company debt restructuring process.

Before conducting the EGMS, the Company has disclosed its plan to carry out capital increase with Non Preemptive Rights and Reverse Stock (“Transaction Plan”) by publishing Information to Shareholders (IKPS) on March 21, 2018, and then publishing Amendment of IKPS on April 25, 2018.

The Company executed capital increase with NPR in accordance with POJK No.38/POJK.04/2014, particularly article 4 (1), that is the Company may increase its capital without giving preemptive rights to shareholders under the condition in the period of 2 (two) years the aforementioned capital increase does not exceed 10% (ten percent) of fully paid capital.

The Company also amended its articles of association concerning authorized capital increase of D series shares and change in share par value related with Reverse Stock. The Company increased authorized capital by as much as 8 (eight) D series shares to avoid odd share potential resulting from Reverse Stock implementation. The new D series shares from issuance of new shares with NPR are estimated to be listed on IDX at the latest May 21, 2018.

The Company implemented Reverse Stock on all issued and fully paid Company shares. Every 10 (ten) shares with old par value will undergo consolidation into 1 (one) share with new par value. The implementation of Reverse Stock will not cause changes to neither total of issued and fully paid capital nor authorized capital, however it may change ownership structure if any of the odd lot shares are purchased by the standby buyer. After the implementation of Reverse Stock, the Company will continue with the next corporate actions.

Capital Increase with Non Preemptive Rights (“NPR”) Third Stage

In accordance with resolution of EGMS held on April 27, 2018, on May 21, 2018 PT Bakrie & Brothers Tbk has issued and listed new shares totaling at 72 ordinary shares C series with par value of Rp114 and 551 shares D series with par value of Rp50 per share. Execution price of capital increase with NPR was Rp114 per share. Capital increase with NPR of the new shares was conducted on May 21, 2018, with PT Bakrie Capital Indonesia acting as the standby buyer of the



shares. Fund raised from this addition of new shares will be used as additional working capital of the Company.

Before the execution of capital increase with NPR the Company issued and fully paid capital was as much as 121.160.429.377 shares and after the execution of capital increase with NPR its total increased to 121.160.430.000 shares.

Reverse Stock Implementation

On May 31, 2018, also as a follow up on resolution of EGMS held on April 27, 2018, the Company announced total number of reverse stock shares (issued and fully paid capital) to comply with Rule of Securities Listing of the Indonesia Stock Exchange Number: Kep-00001/BEI/01-2014, as follows:

SHARE SERIES	OLD PAR VALUE	NEW PAR VALUE	TOTAL SHARES BEFORE REVERSE STOCK (issued and fully paid capital)	TOTAL SHARES AFTER REVERSE STOCK (issued and fully paid capital)
A	Rp 2,850	Rp 28,500	193,752,000	19,375,200
B	Rp 399	Rp 3,990	3,681,288,000	368,128,800
C	Rp 114	Rp 1,140	89,846,677,600	8,984,667,760
D	Rp 50	Rp 500	27,438,712,400	2,743,871,240
TOTAL JUMLAH SAHAM			121,160,430,000	12,116,043,000

Material Facts Related to Company Debt and Capital Increase with Non Preemptive Rights ("NPR")

On April 26, 2018 two transactions occurred, which are signing of Debt Transfer Agreement and Company Debt Settlement Agreement, with the following scheme:

1. Transfer of Company's debt from Mitsubishi Corporation RtM Japan Ltd to Fountain City Investment Ltd;
2. Settlement of the Company's debt to Fountain City Investment Ltd by:
 - a. Transfer of the Company's assets in the form of PT Bumi Resources Tbk shares previously used as collateral to the credit facility granted by Mitsubishi Corporation RtM Japan Ltd.
 - b. Issuance of Mandatory Convertible Bonds (MCB) to Fountain City Investment Ltd.
 - c. Issuance of Company new shares to Fountain City Investment Ltd.

The Company does not have any affiliation relationship with both parties conducting the aforementioned debt transfer.

On May 23, 2018 two transactions occurred, which are signing of Mutual Investment Agreement and Loan Agreement, with the following scheme:

1. Mutual Investment Agreement
 - Between Company as investor and Fitzroy Offshore Ltd as investee;
 - Company does not have any affiliation relationship with Fitzroy Offshore Ltd;
 - This agreement was investment agreement from Company to Fitzroy Offshore Ltd;
 - Investment value amounted to US\$416,061,000; and
 - Company bind itself with investee in the form of option to sell asset which is 806,595,000 shares of PT Bumi Resources Tbk ("BUMI Shares") owned by Company until all conditions has been fulfilled under the agreement, Company shall has the rights to receive the same amount of initial investment and in return as consequence Company had to transfer BUMI Shares to the investee.

2. Loan Agreement

- Between Company as debtor and Levoca Enterprise Ltd as creditor;
- Company does not have any affiliation relationship with Levoca Enterprise Ltd ;
- This agreement was loan agreement from Levoca Enterprise Ltd to Company;
- Loan value amounted to US\$416,061,000;
- Company obtain loan from creditor to invest in Mutual Investment Agreement described in point 1 above and such loan will be converted into Company equity.

Extraordinary General Meeting of Shareholders of PT Bakrie & Brothers Tbk ("The Company") held on November 21, 2018 ("EGMS") has approved the plan to convert some parts of Company's debt into New Shares and/or Mandatory Convertible Bond (MCB) which can be converted into Company's new shares through Capital Increase with Non Preemptive Rights ("Transaction Plan") with adherence to OJK Rule No.38/POJK.04/2014.

The EGMS was previously planned on October 26, 2018 and it was postponed after the Company received a letter from the Financial Services Authority (OJK) No: S-2391/PM.2/2018 dated October 25, 2018 which stated the Company may not conduct the EGMS on October 26, 2018. Therefore the Company republished the Information to Shareholders (IKPS) concerning the Transaction Plan on November 16, 2018; previously the IKPS has been published on November 19, 2018.

The Transaction Plan was carried out to restructure Company's debt from Company's Creditor totaling at Rp9,384,250,081,825 which will be done through conversion of Company's debt into New Shares as much as 8,655,934,00 shares and issuance of MCB which can be converted into Company's New Shares as much as 137,972,973,300 shares. Total number of New Shares as a result of either direct conversion or MCB conversion is as much as 146,628,907,300 shares or equivalent to 92.37% of Company issued and fully paid capital after the execution of Transaction Plan with exercise price of Rp64 with par value of Rp64 per share. The period of MCB conversion is 5 (five) years since the MCB issuance date.

The issuance of New Shares and/or Company MCB was conducted in accordance with POJK No.38/POJK.04/2014 article 3 (b), that is the Company currently has negative net working capital and has obligations greater than 80% of Company

assets at the time EGMS approved increase of capital with Non Preemptive Rights (NPR).

Transaction Plan is a Material Transaction, however it was exempted from such definition as regulated in Rule IX.E.2 and it was not an Affiliated Transaction or Transaction with conflict of interests as described in Rule IX.E.1.

Company's debts that will be exchanged into MCB are debts from the following creditors:

1. Fountain City Investment Ltd ("FCIL")
2. Levoca Enterprise Ltd ("Levoca")
3. Daley Capital Limited ("Daley")

Furthermore the aforementioned creditors became holders of MCB and are eligible to exercise conversion of MCB into Company New Shares.

Capital Increase with Non Preemptive Rights ("NPR") Fourth Stage Conversion One

In accordance with resolution of EGMS held on November 21, 2018, on December 12, 2018 PT Bakrie & Brothers Tbk has executed increase of issued and fully paid capital by issuing new shares E series totaling at 8,655,934,000 shares with par value of Rp64 per share through capital increase with NPR. The parties that absorbed the shares were Fountain City Investment Ltd and Daley Capital Ltd, and the fund raised from this addition of shares was used to restructure Company's debt.

Before the execution of capital increase with NPR the Company issued and fully paid capital was as much as 12,116,043,000 shares and after the execution of capital increase with NPR its total increased to 20,771,977,000 shares with par value of Rp64 per share.

Capital Increase with Non Preemptive Rights ("NPR") Second Stage Conversion Two

On February 27, 2019 PT Bakrie & Brothers Tbk has executed capital increase with NPR through conversion of MCB and issuance of ordinary shares D series with total additional shares of 91,076,480 shares valued at Rp 500 per share. The party that absorbed the shares was OL Master Limited, the fund raised from this addition of shares was used to restructure Company's

debt. Before the execution of capital increase with NPR the Company issued and fully paid capital was as much as 20,771,977,000 shares and after the execution of capital increase with NPR its total increased to 20,863,053,480 shares with par value of Rp 500 per share.

Changes in Capital Structure due to Capital Increase with Non Preemptive Rights ("NPR")

Addition of shares D series totaling at 91,076,480 shares with total nominal value of Rp 45,538,240,000 as a result of execution of capital increase with NPR Second Stage Conversion Two as announced by Indonesian Stock Exchange through announcement No. Peng-P-00050/BEI.PP1/02-2019 dated February 26, 2019 based on information as delivered by Securities Administration Bureau, namely PT EDI INDONESIA through letter No. 1753/DO4-EDII/HM.390/02/2019 dated February 26, 2019.

The shareholders have approved the capital increase with NPR in accordance with POJK No.38/POJK.04/2014 through issuance of Company new shares and mandatory convertible bonds (MCB) as stated in the Meeting Resolution Deed of PT Bakrie & Brothers Tbk No.83 dated March 20, 2019, therefore the Company capital structure has changed as follow.

SHARE SERIES	PAR VALUE PER SHARE	BEFORE CAPITAL INCREASE WITH NPR SECOND STAGE CONVERSION TWO (issued and fully paid capital)		AFTER CAPITAL INCREASE WITH NPR SECOND STAGE CONVERSION TWO (issued and fully paid capital)	
		NUMBER OF SHARES	NOMINAL VALUE	NUMBER OF SHARES	NOMINAL VALUE
A	Rp 28,500	19,375,200	Rp 552,193,200,000	19,375,200	Rp 552,193,200,000
B	Rp 3,990	368,128,800	Rp 1,468,833,912,000	368,128,800	Rp 1,468,833,912,000
C	Rp 1,140	8,984,667,760	Rp 10,242,521,246,400	8,984,667,760	Rp 10,242,521,246,400
D	Rp 500	2,743,871,240	Rp 1,371,935,620,000	2,834,947,720	Rp 1,417,473,860,000
E	Rp 64	8,655,934,000	Rp 553,979,776,000	8,655,934,000	Rp 553,979,776,000
TOTAL		20,771,977,000	RP 14,189,463,754,400	20,863,053,480	RP 14,235,001,994,400

CORPORATE SOCIAL RESPONSIBILITY





CORPORATE SOCIAL RESPONSIBILITY

COMPANY VISION AND MISSION

The implementation of CSR at BNBR and its subsidiaries is always guided by ISO 26000 and by our “Bakrie Untuk Negeri” (Bakrie for the Nation) philosophy. Our core values are then outlined in the “Trimatra Bakrie”, which consists of three dimensions:

1

INDONESIAN-NESS

motivation and attitude of all Bakrie employees who are proud to be an Indonesian nation, with global insights and contribution to world society.

2

USEFULNESS

motivation and attitude of all Bakrie employees who prioritize effectiveness and efficiency of resources to enhance better quality of life.

3

TOGETHERNESS

motivation and attitude of all Bakrie employees who emphasize synergy in diversity.

Overall, this philosophy determines our CSR master plan for the year 2020, making sure that each and every CSR activity that is conducted reflects back on our core values.

IMPLEMENTATION OF ISO 26000

ISO 26000 focuses on seven core subjects: “Organizational Governance”, “Human Rights”, “Labour Practices”, “The Environment”, “Fair Operating Practices”, “Consumer Issues” and “Community Involvement and Development”.

The Company’s interaction within these seven aspects is as follows:



With the determination of ISO 26000 as its fundamental reference, CSR fulfillment is inseparable from the Company's business activities. The first and most important aspect is related to organizational governance, followed by the community-related issues, in line with the seven core subjects of ISO 26000.

2020 CORPORATE SOCIAL RESPONSIBILITY ACTIVITY PLAN

BNBR formulates its Corporate Social Responsibility activity plan through implementation of ISO 26000 as follows

NO	CORE SUBJECT	ACTIVITY PLAN	2020 ACTIVITIES
1.	Organizational Governance	1. Development and implementation of PT Bakrie & Brothers Tbk Code of Conduct and Business Conduct Policy	Implementation and enforcement of: 1. Corporate Governance Guidelines; 2. Board Manual; 3. Conflict of Interest Guidelines; 4. Integrity Pacts; and 5. Corporate Culture.
		2. Commitment to respect law and responsibility to pay taxes.	BNBR Group and its management were not involved in any legal or taxes cases throughout 2020.
2.	Human Rights	1. Provide equal opportunities to every person to be employed receive training and develop their career in BNBR Group.	In accordance with Law No.13 Year 2003 concerning Employment, BNBR Group provides equal opportunities to every person above the age of 18 years old to be employed receive training and develop their career according to their competencies and performance.
		2. Respect civil and political rights, as well as economic, social and cultural rights.	1. BNBR respect individuals' rights to freedom of opinion and expression, to peaceful assembly and association, to seek and impart information, to due process and a fair hearing before taking disciplinary measures. 2. BNBR provides adequate medical benefit as well as educational aid for its employees and family.

3.	Labor Practices	1. Provide good conditions of work and social protection as well as support social dialogue.	1. Employee responsibilities and rights are discussed through a two-way communication board between the management and employees. 2. Extension of Collective Labor Agreement.
		2. Promote and maintain health and safety at work.	BNBR Group carried out training on health and safety topic every year to ensure that every employee has an adequate knowledge to practice health and safety on their daily work. In 2020 a total of 360 employees were trained.
		3. Encourage human development.	BNBR Group continuously improves employee competencies through various relevant training programs. More information can be learned from the Human Capital Management chapter of this 2020 Annual Report.
4.	Environment	1. Implement environmental risk management.	BNBR Group obtains external certification related to environmental issues. More information can be learned the Corporate Social Responsibility Towards Environment segment in this chapter.
		2. Adopt precautionary approach in handling environmental issues related to daily business operation.	
5.	Fair Operating Practices	1. Practice honesty in business dealings.	BNBR has enforced Policy and Procedure on Anti Fraud and Report of Accepting Gratification on January 21, 2016 which applies to every employee of BNBR Group.
		2. Respect property rights.	BNBR avoids counterfeiting or piracy and pays fair compensation for property acquired or used.
6.	Consumer Issues	1. Provide customer service, support and dispute resolution.	BNBR Group views its customers as valuable partners and seeks to treat them with the utmost importance. More information can be learned the Corporate Social Responsibility Towards Customer segment in this chapter.
		2. Provide clear and helpful user information of products or services.	
7.	Community Involvement and Development	1. Conduct social investment through improving social aspect of BNBR surrounding community life.	BNBR Group recognizes its long-term interest in the sustainability of the communities in which it operates. More information can be learned the Corporate Social Responsibility Towards Social and Community Development segment in this chapter.
		2. Engage in actions to improve educational quality and promote good health of its employees and surrounding community.	

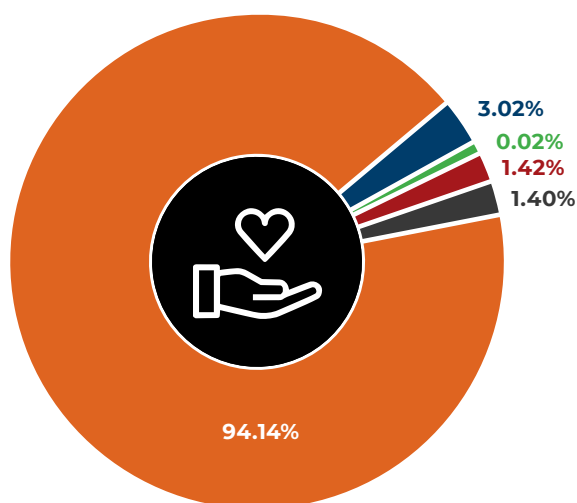
BNBR'S CHARITY-BASED CSR ACTIVITIES

BNBR's charity-based CSR activities are carried out by subsidiaries as well as channeled through Bakrie Amanah Foundation which was inaugurated on August 17, 2010 as a program under the auspices of Management Board of Bakrie Untuk Negeri (BP BUN), an institution established on August 17, 2007, to carry out the synergy functions of CSR activities of companies within the Bakrie Group including BNBR.

CSR activities carried out by BNBR and its subsidiaries adapted the programs implemented by BP BUN, in addition BNBR together with other Bakrie Group affiliated companies also carry out CSR activities coordinated through the Bakrie Amanah Foundation as briefly described in the following CSR expenditure table.

Expenditure for Charity Type Corporate Social Responsibility Activity

CSR PROGRAM	EXPENDITURE (in Rupiah)
Peduli Untuk Negeri (Social and Religious)	33,618,309,331
Cerdas Untuk Negeri (Education)	1,077,407,085
Hijau Untuk Negeri (Environmental)	6,400,000
Sehat Untuk Negeri (Health)	507,088,879
Kemitraan Untuk Negeri (Community Development)	500,251,670
TOTAL	35,709,456,965



CORPORATE SOCIAL RESPONSIBILITY RELATED TO ENVIRONMENT

CSR implementation in the environment sector has become an integral part of BNBR and its subsidiaries' way of conducting business in reference to Government Regulation UU No.32 year 2009 concerning Environment Conservation and Management.

Utilization of environment-friendly materials

BNBR will always try to our full potential in producing environmentally friendly products. Our subsidiary, PT Bakrie Building Industries (BBI) have produced an environmentally friendly product, named Versa Wood. The product is a plank designed to be a substitute for wood, hoping to reduce deforestation. Versa Board and Versa Wood products are registered in the Indonesian Green Listing since 2015 for environmentally friendly architectural material product categories.

Environment-friendly energy

The company's subsidiary, PT Bakrie Power (BP) is dedicated in the development of clean energy projects that focuses on geothermal, solar, wind turbines, and biomass power plants. Development of this environmentally friendly energy power plants has reached total capacity of 195 MW.

Usage of recycled materials

BNBR manufacturing subsidiaries have begun using recyclable material in some part of their production process all in the effort of waste reduction. PT Bakrie Autoparts (BA) uses recycled material in the form of scrap from its machining process which is later utilized as raw material for its forging process.

Waste management system

BNBR and its subsidiaries manage waste created from the manufacturing process as well as that from supporting activities based on the 3R (Reduce, Reuse, and Recycle) principle while also performing safe disposal. BNBR group differentiates its waste into two main categories; Toxic and Hazardous (B3) waste, and Non-Toxic and Non-Hazardous (Non-B3) Waste. These two categories of waste are handled differently.

BNBR and its subsidiaries implement standard operating procedures as part of its oversight of every stage of solid and liquid B3 waste management. This oversight and management is comprehensive from collecting, storing, and transporting for further processing by waste management partners.

Wastewater or liquid waste produced by manufacturing production processes are also managed properly by partnering with waste management organizations. BBI also utilizes Wastewater Treatment Installations (IPAL) with circulation or sedimentation to tanks (sludge retrieval) in processing both its industrial and domestic wastewater.

Green landing

Green landing is one of the main core activities for “Green for the Nation” (“Hijau Untuk Negeri”). In 2020, green landing program by business

units was, among others, carried out by PT Bina Usaha Mandiri Mizusawa by planting trees in the residential area surrounding its factory.

Developing an eco-friendly culture within the Company

To build an eco-friendly culture that is embedded within each stakeholder of the Company is an important mission. BNBR encourages and conducts educational and socialization programs relating to waste reduction & management, recycling, environmental preservation and management. One example of an effort to socialize an environmentally friendly culture was carried out by PT Bina Usaha Mandiri Mizusawa to the community around the factory by making biopore wells and placing trash cans at various points.

Air quality management

Various management efforts have been applied by BNBR group to reduce effects of air quality decrease due to its industrial operation activities. Some of those efforts are installation of dust collector exhaust fan, ventilation and chimney equipped with filter, as well as planting trees in open space area in the factory site. The Company subsidiaries also performs emission test on its operational machinery and vehicles at least once every six months.



ENVIRONMENTAL AWARDS & CERTIFICATES



ISO 14001:2015

July 2018 – July 2021

Environmental Management System Certificate; ISO 14001:2015 (TÜV SÜD PSB) for fabrication and construction services Manufacture of Casted and Machined Parts for Brake Drum, Fly Wheel, Disc Brake, Hub, Parking Brake Drum, and Bracket Generator was obtained by PT Bakrie Autoparts on July 9, 2018. This certificate is valid until July 8, 2021.

BAKRIE AUTOPARTS



ISO 14001:2005

May 2020 – January 2023

Environmental Management System Certificate; ISO 14001:2005 (Bureau Veritas Certification) for fabrication and construction services for oil & gas onshore/offshore facilities, and mining that was obtained by PT Bakrie Construction on January 6, 2011. This certificate is recertified and is valid from May 4, 2020 until January 5, 2023.

BAKRIE CONSTRUCTIONS



ISO 14001:2015

January 2020 – January 2023

Environmental Management System Certificate; ISO 14001:2015 (AJA Europe) with the scope of design, development and manufacture of structures, steel bridges and corrugated steel obtained by PT Bakrie Metal Industries in 2020 and valid until January 28, 2023.

BAKRIE METAL INDUSTRIES



ISO 14001:2015

August 2019 - May 2022

Environmental Management System Certificate; ISO 14001:2015 (TÜV Rheinland) for manufacture of Fabricated Steel Pipes, Steel Poles, Coated Steel Pipes, Galvanized Steel Pipes, Rectangular and Square Pipes was obtained by PT Bakrie Pipe Industries on August 28, 2019. This certificate is valid until May 2, 2022.

BAKRIE PIPE INDUSTRIES



ISO 14001 : 2015

April 2018 – April 2021

Environmental Management System Certificate; ISO 14001:2015 of Manufacture of iron casting product for automotive product & non automotive product by PT Bina Usaha Mandiri Mizusawa on April 9, 2018 and this certificate is valid until April 8, 2021.

BINA USAHA MANDIRI MIZUSAWA



ISO 14001:2015

October 2018 – October 2021

Environmental Management Certificate; ISO 14001:2015 (BSI, ANAB, IAF, KAN) for Manufacture of Machining Part Used in Engine, Drive Axle, and Brake System by PT Braja Mukti Cakra on November 19th, 2018. This certificate is recertified and is valid from October 24, 2018 until October 23, 2021.

BRAJA Mukti Cakra



ISO 14001:2015

September 2020 – September 2023

Environmental Management System Certificate; ISO 14001:2004 (TÜVRheinland) for manufacture of Steel Pipes for Oil and Natural Gas, Chemical, and Construction was obtained by PT South East Asia Pipe Industries on September 25, 2017. This certification was recertified on September 25, 2020 and is valid until September 24, 2023.

SOUTH EAST ASIA PIPE INDUSTRIES

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO LABOR AND OCCUPATIONAL, HEALTH AND SAFETY

One of BNBR's main responsibilities realizations towards its employees is implemented through Occupational Health and Safety (OHS) programs based on the OHS Management Program. Company's policy concerning labor has been elaborated in this Annual Reports' Human Capital chapter.

BNBR's OHS policies are referred to the Company Health and Safety Policy, which was issued on January 25, 2013, and forms a guide to the creation of a safe and healthy workplace, as well as ensuring that Company activities caused the least negative effect on the environment. The implementation of this policy aims to allow the Company to reach ideal OHS indicators, as follows:

- Identification and evaluation of OHS aspects and threats, as well as control of risk and its effects in an acceptable level.
- Commitment to obey laws, regulations and other legal aspects.
- Prevention of workplace accidents, injuries, illnesses and pollution.

- Reduction of waste and the consumption of energy.
- Recording and socialization of OHS performance.
- Ensuring control of unsafe conditions and behavior, which may cause occupational accidents or injuries.
- Continued improvement of OHS implementation.

Occupational health and safety training & enhancement

In addition to complying with the BNBR OHS Policy, the Company also complies to the ISO and OHSAS (Occupational, Health, and Safety Assessment Series) international standards, and schedules trainings in relation to the ISO and OHSAS criteria for both mitigating accidents at work and also to maintain each employees general well-being outside work. Such programs include among others:

- ISO 45001 workshops
- Use of personal safety equipment and safe working in heights
- Socialization of illness and spread of COVID-19 virus prevention
- Maintaining work force mental health in the New Normal era
- Enhancing awareness and environmental

control, hazardous material handling, application of MSDS & spill response

- Load lifting safety
- Hazard identification and safe behavior
- Fire extinguishing and prevention
- Electrical safety

Equal work opportunity

One of BNBR's core philosophy focuses on "Togetherness" that aims to emphasize synergy in diversity. The Company applies the principle of equal opportunity in the recruitment process. Therefore recruitment of BNBR and its subsidiaries' employee is basically open for everyone. To obtain high quality and talented candidate employees to fill certain positions, BNBR applies the following recruitment method:

- Internal recruitment, to accelerate employee career paths.
- External recruitment.

Employee turnover rate

The Company strived to maintain the most optimal composition of human resources while taking into account business development plans. During 2020 BNBR has employed 157 new employees. However a total of 106 people left the company. In 2020, total employee of BNBR and its subsidiaries decreased by 8.1% to 2,921 employees. Apart from having employees resigned, along 2020 there were also 62 employees who entered retirement and 248 employees whose work contracts were ended.

Number of Employees Resigning

POSITION	2019	2020	CHANGES
Commissioner	0	0	N/A
Director	2	1	-50%
VP/ Senior Manager	5	8	60%
Manager	4	12	200%
Assistant Manager	5	4	-20%
Staff	36	50	39%
Non Staff	44	31	-30%
Management Trainee	0	0	N/A
TOTAL	96	106	10%

Number of New Employees

POSITION	2019	2020	CHANGES
Commissioner	0	0	N/A
Director	1	0	-100%
VP/ Senior Manager	8	9	-13%
Manager	4	6	50%
Assistant Manager	4	3	-25%
Staff	84	45	-48%
Non Staff	148	94	-36%
Management Trainee	7	0	-100%
TOTAL	256	157	-40%

Accident rate

BNBR seeks to ensure that all of our facilities are well designed, well operated and well maintained to run safely. We have rigorous controls in place and monitor indicators that focus on the strength of these controls to prevent incidents. We follow industry standards for measuring our safety performance. It is our objectives to achieve Zero accident.

Although imperfect, we are fully committed on our safety performance and are devoted for continuous improvement in the implementation of our safety policy. As our procedures, we do a thorough evaluation after incident and accident. Moreover, we ensure our people aware and implement OHS-based operating procedures, according to the accredited standard.

Accident rate 2020

SUBSIDIARIES	SEVERE INCIDENT 2020	MINOR INCIDENT 2020	LOST TIME INJURY (LTI) 2020
BBI	0	1	17 days
BMI (BFU, BCONs, Construction Site Projects)	0	1	0
BPI (including Seapi)	0	0	0
BA (BA, BUMM, BMC)	6	22	137 hari
TOTAL	6	24	154 DAYS

Accident rate 2019

SUBSIDIARIES	SEVERE INCIDENT 2019	MINOR INCIDENT 2019	LOST TIME INJURY (LTI) 2019
BBI	1	3	0
BMI (BFU, BCONs, Construction Site Projects)	0	16	0
BPI (including Seapi)	0	0	0
BA (BA, BUMM, BMC)	1	18	154 days
TOTAL	2	37	154 DAYS

OCCUPATIONAL, HEALTH AND SAFETY AWARDS & CERTIFICATES



ISO 45001:2018

March 2021 – January 2023

Management System Certificate; ISO 45001:2018 (Bureau Veritas Certification) for Provision of Engineering, Procurement and Construction Service for Oil & Gas, Energy & Mining Facilities and Infrastructure was obtained by PT Bakrie Construction and is valid from March 7, 2021 until January 5, 2023.

BAKRIE CONSTRUCTIONS



OHSAS 18001:2007

April 2020 – March 2021

Occupational Health and Safety Management System; OHSAS 18001:2007 (AJA Indonesia Certification) with the scope of design, development and manufacture of structures, steel bridges and corrugated steel obtained by PT Bakrie Metal Industries in 2012, latest renewal of this certification was done in 2020 and valid until March 11, 2021.

BAKRIE CONSTRUCTIONS


BAKRIE PIPE INDUSTRIES
Certificate of Qualification – SMHSE Contractor

February 2018 – December 2020

Certificate of Appreciation for qualification of SMHSE Contractor was awarded by PT Pertamina EP to certify that PT Bakrie Pipe Industries has pass qualification of SMHSE Contractor for medium and high risk category. Certificate was obtained on February 2, 2018 and is valid until December 31, 2020.


BAKRIE PIPE INDUSTRIES
Award of HSE Qualification

April 2018 – March 2020

Certificate of Appreciation for HSE qualification was awarded by PT Pertamina Hulu Mahakam to certify that PT Bakrie Pipe Industries has pass with an audit result of 74.5% for high risk category. Certificate was obtained on April 23, 2018 and is valid until March 14, 2020.


BAKRIE PIPE INDUSTRIES
ISO 45001:2018

March 2020 – April 2022

Health and Safety Management System Certificate; ISO 45001:2018 (ABS Quality Evaluations) for Manufacture of Fabricated Steel Pipe, Steel Poles, Coated Steel Pipes, Galvanized Steel Pipes, Rectangular and Square Pipes that was obtained by PT Bakrie Pipe Industries on April 28, 2013. This certificate is recertified and is valid from March 27, 2020 until April 1, 2022.


SOUTH EAST ASIA PIPE INDUSTRIES
Certificate of Appreciation – Occupational Safety and Health Management System

July 2020 – July 2023

Certificate of Appreciation for Occupational Safety and Health Management System was awarded by The Minister Of Employment Of The Republic Of Indonesia, M. Hanif Dhakiri. The certificate is based on the Decree Of The Minister Of Employment Of The Republic Of Indonesia no. 201, year 2017 to certify that PT Bakrie Pipe Industries has implemented an Occupational Safety and Health Management System with an audit result of 94.57% for advanced level category. Certificate was obtained on 2020 and is valid until 2023.



ISO 45001:2018

November 2019 – November 2022

Certificate of Occupational Health and Safety Management System ISO45001:2018 (BSI, ANAB) for the Manufacture of Machining and Assembling Part used in Engine, Drive axle, and Brake System was obtained by PT Braja Mukti Cakra on November 30, 2019 and this certificate is valid until November 29, 2022.

BRAJA MUKTI CAKRA



OHSAS 45001:2018

September 2020 – September 2023

Occupational, Health and Safety Management System Certificate; OHSAS 18001:2007 (TÜVRheinland) for manufacture of Steel Pipes for Oil and Natural Gas, Chemical, and Construction that was obtained by PT South East Asia Pipe Industries on April 2, 2007 (previously OHSAS 18001:2007). This certification was recertified on September 25, 2020 and is valid until September 24, 2023.

SOUTH EAST ASIA PIPE INDUSTRIES

CORPORATE SOCIAL RESPONSIBILITY RELATED TO SOCIAL AND COMMUNITY DEVELOPMENT

The social and community development part of BNBR group's CSR activities is carried out through the "Cerdas Untuk Negeri" ("Education for the Nation"), "Sehat Untuk Negeri" ("Health for the Nation"), "Peduli Untuk Negeri" ("Care for the Nation") as well as "Kemitraan Untuk Negeri" ("Partnership for the Nation") programs. Through these programs, BNBR and its subsidiaries strive to enhance the quality of life of the community in terms of health, education and the economy.

Recruitment of local manpower

The Company continuously supports people empowerment to reach independency through development of people economy. BNBR manufacturing

subsidiaries hired local people around their factories as office boy, security, driver, cleaning service and employee canteen management to support their daily operational activities.

Community Development

Developing a community culture that within the Company and the area surrounding it is truly important. Such program is named "Kemitraan Untuk Negeri" which included activities such as partnership between the company and local residents in the management of environmental cleanliness, constructing and building sports facilities within the plant and opening them for the local community to use free of charge, and provision of venture capital funds to develop regional potential products.

"Kemitraan Untuk Negeri" totaled at Rp 500,251,670 for 2020.



BNBR and its subsidiaries consider human development and quality of life improvement of Indonesian people as a vital point. In the health sector, internally BNBR group supports healthy lifestyle of its employees by providing health facility for employees, while BNBR subsidiaries carry out weekly sport session. For its surrounding community, BNBR group has implemented various activities such as blood donation, mass circumcision, provision of clean water, and public health services.

Total disbursement for “Sehat Untuk Negeri” program along 2020 is Rp 507,088,879.

The Company believes education is an essential tool to empower Indonesian people in achieving its independency and Excellency. Some of the activities carried out in the education sector are provision of working experience through internship program at BNBR, BMI and BA for university and high school students, as well as scholarship for employee’s children with high achievements by BA. Some of BNBR Group employees also participated in the education field as lecturer and guest teacher at Bakrie University and schools in the surrounding area of its manufacturing sites. Total disbursement for “Cerdas Untuk Negeri” program along 2020 is Rp 1,077,407,085.

Improvement to Public facilities and Social Donations

As a manifestation of empathy, various activities have been carried out as a real form of concern and care for others, and also to maintain good relationship with surrounding community as well as improving public facilities around the Company area. BNBR group routinely participate in various activities such as supporting construction and improvement of places of worship, celebration of religious holy days, and providing administrative facilities and infrastructures for people around its manufacturing sites. The BNBR Group is also responsive in providing assistance in the event of a natural disaster in Indonesia. Total disbursement for “Peduli Untuk Negeri” program along 2020 is Rp 33,618,309,331.

Other methods of social donations and charity

Following the philosophy, BNBR strives to improve the lives of others even outside the company by other means of charity.

- **Blood Donation**
BMC and BPI worked together with PMI (Indonesian Red Cross) in blood donor events in which employees were given the opportunity to donate.
- **Letting locals use the company’s idle land for farming**

The company strongly believes in giving back to the communities it operates around. Some of the BNBR group’s factories possess large lands in the area, which some of the asset remaining idle. While the land remains unused, the company lets the community to utilize the land throughout the year of 2020, to farm their crops there, allowing them to use them as paddy fields and taking part of the village’s community development. This program is carried out by BPI’s subsidiary, SEAPI.



Communications of anti-corruption methods and procedures

BNBR has developed and implemented Whistleblowing System through the Policies and Procedures No. 258/BNBR/III/2012 concerning the Implementation of Whistleblowing System. The Whistleblowing System is intended to build loyalty to the Company and create conducive working environment, by supporting the whistleblowing towards matters that may cause financial or non-financial losses to the Company, including matters which may damage the Company’s good name and image.

Whistleblowing System is a manifestation of Good Corporate Governance principles enforcement, related with the business operations of transparent, accountable, and responsible. Whistleblowing System is expected to place the roles as prevention function and detections towards whistleblowing potentials. The Company provides this system as a facility to BNBR employees, subsidiaries, and or external parties, in disseminating feedbacks, complaints and reports on matters, events, or actions that are inappropriate towards the Company's conduct, community norms, prevailing laws and legislations. Whistleblowing System is considered as one of the most secure, effective and efficient in prevention, reporting, collective of evidence and following up actions on the violations by the Company's employees or management. This system protects the whistleblowers' identity and rights to support conducive follow up.

CSR PARTNERSHIP AWARDS & CERTIFICATES



BAKRIE PIPE INDUSTRIES

Appreciation Certificate as CSR Partner Company in West Java December 2020

On December 28, 2020 PT Bakrie Pipe Industries obtained Appreciation Certificate as CSR Partner Company in West Java, this certificate was directly signed by the Governor of West Java province, Ridwan Kamil. BPI has received this award for six consecutive years.

CORPORATE SOCIAL RESPONSIBILITY RELATED TO RESPONSIBILITY TO CONSUMERS

BNBR considers customer satisfaction to be a fundamental and important service. This is based on the belief that customers are one group of stakeholders that have a critical role in ensuring business sustainability through purchase of Company's products and services; as such customers are main partners in developing business in the future. Consumer protection policy within each business unit of the Company uses its own mechanism according to the types of consumer group served by the respective business unit; however responsibility towards customer manifestation in BNBR group can be broadly described as follows.

Product information and responsibility

Information of products and services provided by BNBR group can be accessed at any time on BNBR website and respective subsidiaries website. BNBR's manufacturing subsidiaries also provide brochure and/or company profile in printed version that briefly describe its business, and if deemed necessary

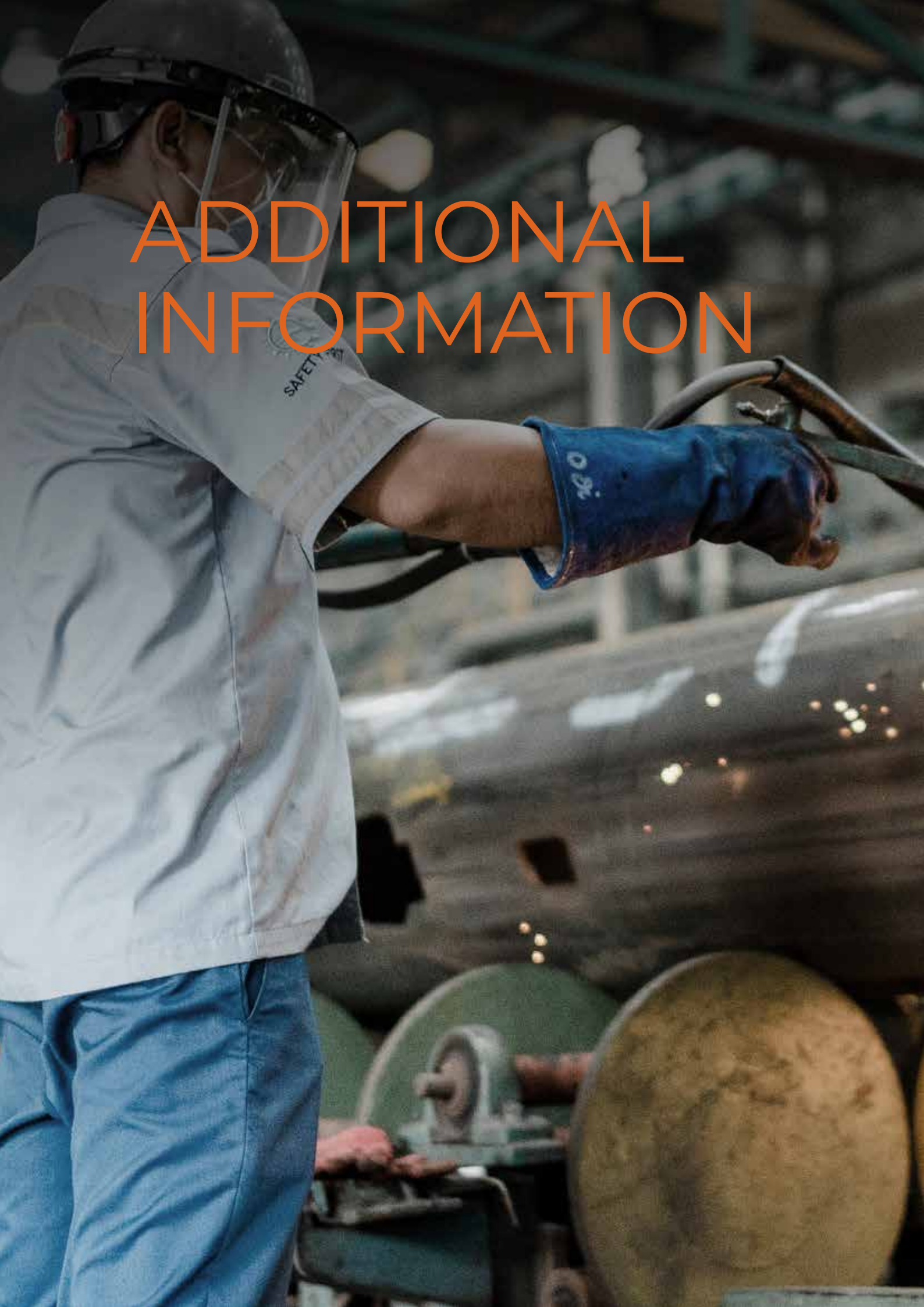
the Company also participates in exhibitions of related industry in order to introduce products and services offered to potential customer.

BNBR and its subsidiaries provide dedicated email address and hotline as means of communication with customers, moreover the Commercial and Quality Control Team also carry out customers' visit to directly discuss their complaints or needs.

Handling consumer claims

Customer complaint handling procedure is broadly illustrated below.

ADDITIONAL INFORMATION





ADDRESS OF SUBSIDIARIES AND BUSINESS UNITS

BAKRIE METAL INDUSTRIES

PT Bakrie Metal Industries

Head Office

Bakrie Tower 35th Floor, Jl HR Rasuna Said,
Jakarta Selatan, Jakarta 12940, Indonesia

Phone : (62 21) 2991 2120

Fax : (62 21) 2991 2211

www.bakrie-metal.com

Factory

Jl. Raya Kaliabang Bungur No. 86,
RT. 004 RW. 02, Kelurahan Harapan Jaya,
Kecamatan Bekasi Utara 17124, Indonesia

Phone : (62 21) 8895 8673

Fax : (62 21) 8895 8586

PT Bakrie Construction

Factory / Yard

Desa Sumuranja, Kec. Pulo Ampel,
Kab. Serang Banten 24256, Indonesia

Phone : (62 254) 575 0351

Fax : (62 254) 575 0350

www.bakrieconstruction.com

PT Bakrie Pipe Industries

Head Office

Bakrie Tower 7th Floor, Jl H.R Rasuna Said,
Jakarta Selatan 12940, Indonesia

Phone : (62 21) 2994 1270

Fax : (62 21) 2994 1267-68-69

www.bakrie-pipe.com

Factory

Jl. Raya Perjuangan, Medan Satria,
Kota Bekasi 17131, Indonesia

Phone : (62 21) 887 1135

Fax : (62 21) 8898 6474

PT South East Asia Pipe Industries

Jl. Lintas Pantai Timur,
Bakau Kramat Desa Sumur, Kec. Ketapang,
Bakauheni,

Lampung Selatan 35592, Indonesia

Phone : (62 727) 331 234 / 331 249

Fax : (62 727) 331 348 / 331 413

www.seapi.co.id

BAKRIE AUTOPARTS

PT Bakrie Autoparts

Head Office / Factory

Jl. Raya Bekasi KM.27 Pondok Ungu, Bekasi
17132, Indonesia

Phone : (62 21) 8897 6601

Fax : (62 21) 8897 6607

www.bakrie-autoparts.com

PT Braja Mukti Cakra

Jl. Desa Harapan Kita No. 4 Harapan Jaya,
Bekasi Utara 17124, Indonesia

Phone : (62 21) 887 1836

Fax : (62 21) 887 8949 / 887 1835

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our_business/infrastructure_projects](http://www.bakrie-brothers.com/#/our_business/infrastructure_projects)

CAPITAL MARKET SUPPORTING AGENCY AND PROFESSION

SECURITIES ADMINISTRATION BUREAU

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Y. Santosa dan Rekan

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NOTARY

Humberg Lie, SH, SE, MKN

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Jennywati, Kusananto dan Rekan

Citywalk Sudirman lantai 6

Jl. KH Mas Mansyur No. 121, Jakarta 10220

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Fax : (62 21) 2555 6665

OKDER PENDRIAN

CHIEF HUMAN CAPITAL
& OFFICE SUPPORT

Okder Pendrian, an Indonesian citizen, was born in 1973. Joined PT Bakrie & Brothers Tbk in 1997 and currently serves as Chief Human Capital & Office Support, in addition to that he also serves as Director & CEO of PT Bakrie Strategic Solutions. During his career at the Company, he was assigned to several business units, namely as the Chief Human Resources & Organization of PT Bakrie Metal Industries and HR Advisor at PT Darma Henwa Tbk. He earned a Bachelor's degree in Agricultural Industrial Technology from the Bogor Agricultural University and an MBA in General Management from IPMI Business School, Jakarta, and a Doctorate in Strategic Management from the University of Indonesia, Jakarta.



CHARLIE KASIM

CHIEF OPERATION CONTROL

Charlie Kasim, an Indonesian nationality, born in Jakarta on 1972. Obtained Master of Business (MBA) degree in Finance from University of Houston, Houston, Texas, USA, on 1997 and Bachelor of Science (BSc) Electrical Engineering degree from Texas A & M University – College Station, Texas, USA on 1994. He joined PT Bakrie & Brothers Tbk as Chief Operation Control since January 2020, and he served as Director at PT Bakrie Indo Infrastructure and Commissioner at PT Bakrie Power since January 30, 2020, and also serves as Director at PT Bakrie Autoparts since September 2020.

Previously he held the position of Operational Director of PT Cipta Megaswara Televisi – Kompas TV (September 2016 – December 2019), Technical Director of PT MNC Tbk (November 2014 – August 2016), Technical Director of PT Rajawali Citra Televisi Indonesia (May 2014 – August 2016), Deputy Finance & Technical Director of PT Rajawali Citra Televisi Indonesia (December 2013 – May 2014), Finance Director, Technical Director, Operational Director and Head of Procurement of PT Cakrawala Andalas Televisi – ANTV (May 2011 – November 2013), Finance Director of PT Visi Media Asia Tbk (March 2007 – November 2013), Finance/HR/ Sales Director of PT Viva Media Baru (April 2008 – April 2011), Finance Director and Head of Procurement of PT Lativi Media Karya – tvOne (Maret 2007 – October 2009), Operational Director of PT Fajar Bumi Sakti (June 2005 – October 2006), Commissioner of PT Bakrie Swasakti Utama (June 2003 – December 2004), and VP for Collection of PT Bakrie Finance Corporation Tbk (December 2002 – March 2003).

He has over 10 years of experience at holding company, in the period between 2002 and 2013 he held several positions at PT CMA Indonesia, handling debt restructuring, acquisition, and other corporate actions.

SENIOR MANAGEMENT OF PT BAKRIE & BROTHERS TBK



Indra Ginting
EVP Strategy



V. Bimo Kurniatmoko
SVP Strategy



Ruddyar
Head of Group
Accounting



Christofer A. Uktolseja
Head of Corporate Legal
& Corporate Secretary

Bachril Bachtarudin
Head of Corporate Finance

Bimo Bayu Nimpuno
Head of Corporate
Communication

Andri Kabul
Act. Head of
ERM Policy & Process

BAKRIE METAL INDUSTRIES



R. Atok Hendrayanto
President Director &
Chief Executive Officer



Mila Wijayakusumah
Director & Chief Financial Officer



**Rachmat
Harimurti**
Chief Commercial Officer



Esti Rochyati
(Act) Chief Corporate Affair Officer



Sumitro
Chief Technical Officer

BAKRIE PIPE INDUSTRIES



R. Atok Hendrayanto
Director & Chief Executive Officer



Mila Wijayakusumah
Director & Chief Financial Officer



Deddy Kurnia
Chief Operations Officer



Arief Djoko P.
Chief Logistic Officer



Iskandar Daulay
Chief Commercial Officer



Rahmat Budiarto
Chief Corporate Affair Officer

BAKRIE AUTOPARTS



Dino A. Ryandi
President Director &
Chief Executive Officer



V. Bimo Kurniatmoko
Director



Charlie Kasim
Director



Bambang Indra Maryono (Deceased)
Chief Strategic Business Development Officer



Rai Aryanata
Chief Financial Officer

BAKRIE INDO INFRASTRUCTURE



A. Ardiansyah Bakrie
President Director &
Chief Executive Officer



A. Amri Aswono Putro
Director Bakrie Indo Infrastructure



AD Erlangga
Director Bakrie Indo Infrastructure



Dody Taufiq Wijaya
Chief Executive Officer Bakrie Power

BAKRIE BUILDING INDUSTRIES



Indra Ginting
President Director



Toni Triyuliyanto
Chief Financial Officer

MULTI KONTROL NUSANTARA



Didit Ardyanto
President Director



Handra Azwar
Director

OJK RULE
NO. 29 YEAR 2016
REFERENCE

I	GENERAL	PAGE
1	The Annual Report shall be written in good and correct Indonesian, and is recommended to be presented in English as well	✓
2	The Annual Report shall be printed with good quality using readable type and sized fonts	✓
3	The annual Report shall present clear identity of the Company The Company name and the annual report financial year shall be presented on; 1. Front Cover 2. Side Cover 3. Back Cover; and 4. Every Page	✓
4	The Annual Report shall be posted in the company's website Including the latest annual report as well as those for the last four years.	✓

II	KEY FINANCIAL HIGHLIGHTS	PAGE
1	Income Statement in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years. Information contains the following: 1. Income 2. Profit (loss): a. Attributable to equity holders of the parent entity; and b. Attributable to non controlling interest; 3. Total comprehensive profit (loss): a. Attributable to equity holders of the parent entity; and b. Attributable to non controlling interest 4. Earning (loss) per share Note: if the company does not have subsidiaries, the profit (loss) and other comprehensive income is presented in total.	24
2	Financial Position in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years Information contains the following; 1. Total investment on associates; 2. Total assets; 3. Total liabilities; and 4. Total equity.	24
3	Financial ratio in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years Information covers 5 (five) financial ratios, which are generally applied and relevant to the company's industry.	24
4	Share price information in tables and charts 1. Number of shares outstanding 2. The table forms contain the following information; a. Market capitalization based on share price on the stock exchange where the shares are listed; and b. Trading volume of shares on the Stock Exchange where the shares are listed. 3. The graph forms contain at least the following information; a. The closing price of shares based on share price on The Stock Exchange where the shares are listed; and b. Trading volume of shares on the Stock Exchange where the shares are listed. For each quarter in the latest 2 (two) financial years. Note: should be disclosed if the company does not have market capitalization, share price, and share trading volume.	25

5	Information regarding outstanding bonds, sukuk, or convertible bonds, in 2 (two) latest financial years Information contains: 1. Numbers of outstanding bonds, sukuk or convertible bonds; 2. Interest rate/yield; 3. Maturity date; and 4. Rating of bonds/sukuk in 2016 and 2017. Note: should be disclosed if the company does not have outstanding bonds, sukuk, or convertible bonds.	N/A
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III	BOARD OF COMMISSIONER'S AND BOARD OF DIRECTOR'S REPORT	PAGE
1	Board of Commissioner's Report Contain the following: 1. Assessment on the performance of the Board of Directors in managing the company and the basis for such evaluation; 2. Views on the business prospects of the company as prepared by the Board of Directors and the basis for such consideration 3. Views on the implementation /management of the Company's whistleblowing system (WBS) and the role of the Board of Commissioners in the WBS; and 4. Changes in the composition of the Board of Commissioners (if any) and the reason for such changes.	46-51
2	Board of Directors Report Contain the following: 1. Analysis of the company's performance, covering among others; a. strategic policies b. comparison between targets and achievements; and c. challenges faced by the company and initiatives to deal with those challenges; 2. Analysis on business prospects; 3. Development in the implementation of GCG during the fiscal year; and 4. Changes in the composition of the Board of Directors (if any) and the reason for such changes.	58-67
3	Signatures of the members of the Board of Commissioners and Board of directors Contain the following: 1. Signatures on a separate page; 2. Statement of responsibility of the Board of Commissioners and the Board of Directors for the accuracy of the contents of the Annual Report; 3. Signed by all members of the Board of Commissioners and Board of Directors by stating their names and positions; and 4. Written explanation in separate letter from the person(s) concerned in the event that member(s) of Board of Commissioners of Board of Directors fail to sign the annual report; or written explanation from the person(s) concerned.	78-79

IV	COMPANY PROFILE	PAGE
1	Name and complete address of the company information contains, among, others, name and address, postal code, telephone number, fax number, email, and website	6
2	Brief history of the company Contain among others; date/year of establishment, name of the company, change of name (if any), and effective date of the change of name Note: to be disclosed if the company never had a change of name.	7
3	Line of business Description of, among others: 1. The line of business as stated in the latest Articles of Association; 2. Business activities; and 3. Product and/or services offered.	6
4	Organization structure Diagram of organization structure, containing name and position of at least personnel up to one level below Director.	12-13

5	Vision, Mission and Corporate Culture covers; 1. Vision; 2. Mission; 3. Statement that the vision and mission have been reviewed and approved by the Board of Commissioners/Directors in the fiscal year; and 4. Statement on the corporate culture.	10-11
6	Profiles of members of the Board of Commissioners Contain information on: 1. Name; 2. Position and period in position (including position(s) held at other company/institution); 3. Age; 4. Domicile; 5. Education (study field and education institution); 6. Work experience (position, company and period in position); and 7. History of assignment (period and position) as member of the Board of Commissioners at the Company since the first appointment.	52-57
7	Profiles of members of the Board of Directors contain information on: 1. Name; 2. Position and period in position (including position(s) held at other company/institutions); 3. Age; 4. Domicile; 5. Education (study field and education institutions) 6. Work experience (position, company, and period in position); and 7. History of assignments (period and position) as member of the Board of Directors at the Company since the first appointment.	68-77
8	Total number of employees (comparative for 2 years) and data on employee competence development programs reflecting equal opportunities for each level of the organization Information contains among others: 1. Number of employees at each level of the organization; 2. Number of employees by education; 3. Number of employees by employment status; 4. Date on employee competence development programs during the fiscal year concerning position of participants, type of training, and purpose of training; and 5. The cost of employee competence development programs in the fiscal year.	108 109 109 110-111 110-111
9	Shareholders composition Covering among others; 1. Names of the 20 largest shareholders and their shareholding percentage; 2. Details of shareholders and shareholding percentage; a. with 5% or more shareholding, and b. Group of public shareholders with individual shareholding of less than 5% each. 3. Names of Director and Commissioner with direct or indirect share-ownership and the percentage of such shareholding. Note: should be disclosed if the Director and Commissioner does not own shares, directly or indirectly.	26
10	List of subsidiaries and/pr associated entities In table form, containing: 1. Name of subsidiary and/or associated entity; 2. Share-ownership percentage; 3. Line of business of subsidiary and/or associated entity; and 4. Operational status of subsidiary and/or associated entity (in commercial operation/not yet in commercial operation).	16-19
11	Corporate group structure Diagram of corporate group structure involving relationship of the parent company, subsidiary, associated entity, joint venture, and special purpose vehicle (SPV).	14-15

12	<p>Chronology of share listing (including private placement) and /or share listing from the share issuance up to the end of the fiscal year</p> <p>Covers, among others;</p> <ol style="list-style-type: none"> 1. Year of share issuance, number of shares issued, par valued, and share offer price, for each separate corporate action; 2. Total number of shares outstanding following corporate action; and 3. The stock exchange where the shares are listed. <p>Note: should be disclosed if the company does not have a chronology of share listing.</p>	27
13	<p>Chronology of other securities issuance and/or listing from the time of issuance up until the end of the fiscal year</p> <p>Covers, among others;</p> <ol style="list-style-type: none"> 1. Name of security instrument, year of issuance, interest rate/yield of securities, and maturity date; 2. Offering price of other securities; 3. The stock exchange where the securities are listed; and 4. Rating of securities. <p>Note: should be disclosed if the company does not have chronology of other securities issuance/listing</p>	N / A
14	<p>Name and address of the supporting institutions and/or professionals</p> <p>Covers, among others;</p> <ol style="list-style-type: none"> 1. Name and address of the company's Share Registrar; 2. Name and address of Public Accountant Firm; and 3. Name and address of rating agencies. 	225
15	<p>Awards received during the fiscal year, or valid certification in the fiscal year, at both national and international levels</p> <p>Covers, among others;</p> <ol style="list-style-type: none"> 1. Name of award and/or certification; 2. Year received/issued 3. Name of institution that issued the award / certification; and 4. Validity period (certification). 	28-41
16	<p>Name and address of subsidiaries and/or branch offices or representative offices (if any)</p> <p>Covers information on:</p> <ol style="list-style-type: none"> 1. Name and address of subsidiaries; and 2. Name and address of branch/representative office <p>Note: should be disclosed if the company does not have a subsidiary, branch office or representative office.</p>	224
17	<p>Information in the corporate website</p> <p>Covers at the very least:</p> <ol style="list-style-type: none"> 1. Information of shareholders up to the individual ultimate shareholder; 2. Contents of the code of conduct; 3. Information on the General Meeting of Shareholders (GMS), covering at least agenda of the GMS, summary of GMS resolutions, and information of pertinent dates, namely the dates of GMS announcement, GMS invitation, GMS event, and announcement of summary GMS resolutions; 4. Annual financial statements (last 5 years); 5. Profiles of the Board of Commissioners and Directors; and 6. Board manual/Charter of the BoC, BoD, Committees and Internal Audit Unit. 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
18	<p>Training and education for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit</p> <p>Cover at least information of the type of training and participant of:</p> <ol style="list-style-type: none"> 1. Training and/or education for The Board Of Commissioners; 2. Training and /or education for The Board Of Directors 3. Training and/or education for Audit Committee; 4. Training and/or education for Nomination and Remuneration Committee; 5. Training and/or education for Other Committee(s); 6. Training and/or education for Corporate Secretary; and 7. Training and/or education for Internal Audit Units <p>Note: should be disclosed if there are no training and/or education during the fiscal year.</p>	<p>136</p> <p>145</p> <p>154</p> <p>157</p> <p>159, 160</p> <p>163-164</p> <p>170</p>

V	MANAGEMENT DISCUSSION AND ANALYSIS ON THE COMPANY PERFORMANCE	PAGE
1	<p>Operation review per business segment</p> <p>Includes analysis on:</p> <ol style="list-style-type: none"> 1. Elaboration on each business segment. 2. Performance of each business segment, among others; <ol style="list-style-type: none"> a. Production b. Increase/decrease of production capacity; c. Sales/income; and d. Profitability. 	82-83 84-85
2	<p>Description on the Company's financial performance</p> <p>An analysis comparing the performance of the current year and that of the previous year (in the form of narration and tables) and the reasons for the increase/decrease of the accounts, including:</p> <ol style="list-style-type: none"> 1. Current assets, non-current assets, and total assets; 2. Short-term liabilities, long-term liabilities, and total liabilities; 3. Equity; 4. Sales/operating revenues, expenses, profit (loss), other comprehensive income, comprehensive income for the current year; and 5. Cash flows. 	90 90 90-91 86-89 91
3	<p>Discussion and analysis on solvability and level of the company receivables collectability, by presenting relevant ratio calculation in line with the company's type of industry</p> <p>Explanation on:</p> <ol style="list-style-type: none"> 1. Solvability, both short term and long term; and 2. Level of receivables collectability. 	92
4	<p>Discussion on capital structure, and management policy on capital structure</p> <p>Explanation on:</p> <ol style="list-style-type: none"> 1. Details of capital structure comprising of interest-bearing debts/sukuk and equity; 2. Capital structure policies; and 3. Basis for determination of capital structure policies. 	92-93
5	<p>Discussion on material commitments of capital investments (instead of funding commitments) in the last fiscal year</p> <p>Explanation on:</p> <ol style="list-style-type: none"> 1. Parties in the commitments; 2. Objectives of the commitments; 3. Sources of funds to meet the commitments; 4. Denomination currency of commitments; and 5. Initiatives taken to mitigate exchange rate risk. <p>Note: should be disclosed if the company does not have any material commitment for capital investments in the fiscal year.</p>	93
6	<p>Discussion on capital investment realized at the latest financial year</p> <p>Explanation on:</p> <ol style="list-style-type: none"> 1. Type of capital investment; 2. Objectives of capital investment; and 3. Nominal value of capital investment realized in the last fiscal year. <p>Note: should be disclosed if there are no capital investment.</p>	93
7	<p>Information on the comparison between initial target at the beginning of financial year and the realization and target or projection for the next year concerning income, profit, capital structure, and others considered as significant target for the company.</p> <p>Contain information on:</p> <ol style="list-style-type: none"> 1. Comparison of targets at the beginning of fiscal year and achievements; and 2. Targets or projections set for the next 1 (one) year. 	93-94
8	<p>Information and material facts following the date of accounting report (Subsequent events)</p> <p>Description of significant events following the date of accounting report including its impact on business risk and performance in the future</p> <p>Note: should be disclosed if there are no subsequent events.</p>	94

9	Business prospects Description on business prospects related to the general industry and economy including quantitative supporting data from reliable resources.	94-98
10	Marketing aspects Descriptions on marketing aspects of the company's products and/or services, among others are marketing strategy and market shares.	99
11	Description on dividend policy and total cash dividend per share and total dividend per year that are published or disbursed during last 2 (two) financial years Contain information on; 1. Dividend payout policy; 2. Total dividend disbursement; 3. Total cash dividend per share; 4. Payout ratio; and 5. Announcement date and cash dividend payout for each year. Note: to disclose if there are no dividend disbursement and its reasons	99
12	Employee/Management Share Ownership Program (ESOP/MSOP) still ongoing in the fiscal year Contain information on: 1. Number of ESOP/MSOP shares and its execution; 2. Period; 3. Eligible employee / management; and 4. Exercise price. Note: should be disclosed if there are no such programs	99
13	Realization of initial public offering proceeds (in the event of the company is obligated to submit the report) Covers the following: 1. Total proceeds; 2. Proceeds utilization plan; 3. Proceeds utilization details; 4. Proceeds balance; and 5. The date of GMS/GMB resolution on the change of proceeds utilization (if any) Note: should be disclosed if there are no such information of realization proceeds of public offering.	100
14	Material transaction information with conflict of interest and/or transaction with related parties Covers the following: 1. Name of transacting parties and the nature of related parties; 2. Description of the transaction fairness; 3. Transaction background 4. Transaction realization at the last financial year; 5. Company policy related with transaction review mechanism; and 6. Compliance to relevant regulations and provisions Note: to disclose if there are no transactions.	100
15	Description on changes in laws and regulations during the fiscal year that impacted on the company Covers information on: 1. Name of regulations and 2. The impact (quantitative or qualitative) on the company, or statement, of the insignificant impact Note: To disclose if there are no changes in the laws and regulations during the last fiscal year.	101-103
16	Description on the changes in the accounting policy implemented by the company at the last financial year Descriptions include among others; 1. Changes in the accounting policy; 2. Reasons for the change; and 3. Quantitative impact on the financial statements. Note: To disclose if there are no changes in the accounting policies during the fiscal year.	103

17	Information on business continuity Disclosures on: 1. Significant issues on the company business continuity at the last financial year; 2. Management assessment on point 1; and 3. Assumption implemented by the management in conducting the assessment. Note: if there are no issues that potentially have significant influences to the company's business continuity at the last fiscal year, to disclose the basis of management assumption in ensuring that there are no issues that potentially have significant influences to the company's business continuity at the last fiscal year.	94-98 380-381
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VI	GOOD CORPORATE GOVERNANCE	PAGE
1	Description on the Board of Commissioners Covers the following: 1. Board of Commissioners responsibilities; 2. Assessment of performance of committees under the Board and the basis for such assessment; and 3. Board Charter disclosures (Board of Commissioners work guidelines and procedures).	132-133 151-161 132
2	Independent Commissioners (at least 30% of the total personnel of the Board of Commissioners) Covers the following: 1. Assignment criteria of independent Commissioners; and 2. Independency statement of each Independent Commissioner.	134-135
3	Description on the Board of Directors Covers information on, among others; 1. Duties and responsibilities of each member of the Board of Directors; 2. Assessment of performance of committees under the Board (if any); and 3. Board Charter disclosures (Board of Directors work guidelines and procedures).	141-143 161-174 141-142
4	GCG Implementation assessment for 2017, at least for aspects of the Board of Commissioners and/or Board of Directors Covers the following: 1. Assessment criteria; 2. Assessor; 3. Assessment score on each criteria; 4. Recommendation on results of assessment; and 5. Reasons for the delay or non implementation of such recommendations. Note: should be disclosed if there are no GCG assessment for fiscal year 2016.	126
5	Description of the remuneration policy for the Board of Commissioners and the Board of Directors Covers the following: 1. Disclosure of procedure for the proposal and determination of remuneration for the Board of Commissioners; 2. Disclosure of procedure for the proposal and determination for the Board of Directors; 3. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Commissioners; 4. Remuneration structure showing the remuneration components and amounts per components for each member of the Board of Directors; 5. Disclosure of indicators for the remuneration of the Board of Directors; and 6. Disclosure of performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors (if any). Note: should be disclosed if there are no performance bonus, non-performance bonus, and/or share option received by each member of the Board of Commissioners and Directors.	140-141 147-148 141 148 148 136, 145
6	Meeting frequency and attendance of Board of Commissioners (at least once in 2 months), Board of Directors (at least once a month), and joint meetings of BoC and BoD (at least once in 4 months) Covers among others 1. Date; 2. Attendance; and 3. Agenda. Of each of the meetings of BoC, BoD, and Joint Meetings of BoC and BoD	136-137 137-139 146-147

7	Information on majority and controlling shareholders, direct or indirect, up to the ultimate individual shareholder Diagram with separate illustration for majority shareholders and controlling shareholders. Note: majority shareholders are parties that own, directly or indirectly, at least 20% of the voting rights of the total share with voting rights issued by the company, but is not the controlling shareholder	26
8	Disclosure of affiliation between members of the Board of Directors, Board of Commissioners and Majority/Controlling Shareholders Covers among others: 1. Affiliation between a member of the Board of Directors with fellow members of the Board of Directors; 2. Affiliation between a member of the Board of Directors with members of the Board of Commissioners; 3. Affiliation between a member of the Board of Directors with Majority and/or Controlling Shareholder; 4. Affiliation between a member of the Commissioners with fellow members of the Board of Commissioners; and 5. Affiliation between a member of the Commissioners with Majority and/or Controlling Shareholder Note: should be disclosed if there is no affiliation relationship.	149
9	Audit Committee Includes the following: 1. Name, position, and tenure of audit committee members; 2. Education qualification (study field and institution) and work experience (position, company and tenure) of audit committee members; 3. Independency of audit committee members; 4. Duties and responsibilities; 5. Brief report of audit committee activity; and 6. Meeting frequency and attendance of audit committee.	152-154
10	Nomination and/or Remuneration Committee Includes the following: 1. Name, position and brief profiles of members of the Nomination and/or Remuneration Committee; 2. Independency of Nomination and/or Remuneration Committee; 3. Duties and responsibilities; 4. Brief report of committee activity in the fiscal year; 5. Meeting frequency and attendance; 6. Statement of committee charter; and 7. Policies on Director succession.	155-157
11	Other committees under the Board of Commissioners Includes the following: 1. Name, position, and brief profile of members of committee; 2. Independency of committee; 3. Duties and responsibilities; 4. Committee activity in the fiscal year; and 5. Committee meeting frequency and attendance.	158-161
12	Description of duties and functions of Corporate Secretary Information on, among others: 1. Name and brief work experience of corporate secretary; 2. Domicile; 3. Duties and responsibilities; and 4. Report of Activities of corporate secretary in the fiscal year.	161-167
13	Description on Internal Audit Unit Includes the following: 1. Name of internal audit unit head; 2. Total employees (internal Auditors) in internal audit unit; 3. Certification on internal audit profession; 4. Internal audit unit composition in the company's structure; 5. Brief Report on internal audit unit activity implementation; and 6. The parties responsible to appoint/terminate the internal audit unit head.	169-174

14	<p>Public Accountant Includes the following</p> <ol style="list-style-type: none"> 1. Name and year of public accountant that audits the annual financial statements in the last 5 years; 2. Name and year of the Public Accounting Firm that audits the annual financial statements in the last 5 years; 3. The amount of fee for each service provided by Public Accounting Firm at the last financial year; and 4. Other services provided by the Public Accounting Firm and public accountant apart from the audit service of annual financial statements at the last financial year. <p>Note: to disclose if there are no other services rendered.</p>	174-175
15	<p>Description on risk management of the company Includes the following:</p> <ol style="list-style-type: none"> 1. Explanation on risk management system implemented by the company; 2. Explanation on risk management system effectiveness evaluation; 3. Explanation on risks faced by the company; and 4. Risk mitigation. 	175-191
16	<p>Description of internal control system Includes the following:</p> <ol style="list-style-type: none"> 1. Brief explanation on internal control system, among others on financial and operational control; 2. Explanation on internal control system alignment with international standard framework (COSO – internal control framework); and 3. Explanation on internal control system effectiveness evaluation. 	167-169
17	<p>Description on corporate social responsibility related to environmental Covers information on, among others:</p> <ol style="list-style-type: none"> 1. Activity target/plans by the Management for 2019; 2. Activities conducted and the quantitative impact of such activities, including environmental programs related to the company's operational activities such as utilization of environment-friendly materials and energy or recycled materials, waste management system, complaint handling of environmental issues, green lending, and others; and 3. Environmental certifications. 	211-214
18	<p>Description on corporate social responsibility related to occupational, health, and safety Covers information on, among others:</p> <ol style="list-style-type: none"> 1. Activity target plans by the management for 2019; and 2. Activities conducted and quantitative impact of such activities related to occupational, health, and safety aspects, such as gender equality, equal work opportunity, work health and safety requirement, employee turnover rate, accident rate, remuneration, complaint handling of work-related issues, and others. 	214-218
19	<p>Description on corporate social responsibility related to social and community development Covers information on, among others:</p> <ol style="list-style-type: none"> 1. Activity target/plans by the management for 2019; 2. Activities conducted and impact of such activities; and 3. Cost expended related to social and community development activities such as recruitment of local manpower, community development, donation in improvement to public facilities and infrastructure, other social donations, communications on anti-corruption policies and procedures, training on anti corruption, and others. 	218-220
20	<p>Description on corporate social responsibility related to responsibility to consumers Covers information on, among others:</p> <ol style="list-style-type: none"> 1. Activity target/plans by the Management for 2019; and 2. Activities conducted and impact of such activities related to product responsibility, such as consumers health and safety, product information, facility, total and handling of consumers claims, and so forth. 	220-221

21	Significant litigation currently faced by the company, subsidiaries, and members of the Board of Commissioners and Board of Directors that served the position at the annual report period Includes the following; 1. The principal litigation/claims; 2. Settlement status of litigation/claims; 3. Impact to the company's condition; and 4. Administration sanctions charged to the company, members of the Board of Commissioners and Board of Directors, by relevant authorities (capital market, banking and others) at the last fiscal year (or a statement of no administration sanction being charged) Note: To disclose in the event of no litigation.	191
22	Access to company information and data Description on the availability of company information and data for public access. Including dissemination through company website (in Bahasa and English), mass media, mailing list, bulletin, analyst gatherings, and others.	191
23	Discussion on code of conduct Includes the following; 1. Contents of Code of Conduct; 2. Disclosure of code of conduct application in all level of organization; 3. Code of conduct dissemination; 4. Sanctions on code of conduct violations; and 5. Number of violation and sanction in the last fiscal year. Note: should be disclosed if there are no violations of code of conduct in the last fiscal year	192-194
24	Disclosure on whistleblowing system Includes the following mechanism of whistleblowing system: 1. Violations report submission; 2. Whistleblowers protection; 3. Claims handling; 4. Claims managers; 5. Total claims registered; and 6. Sanctions/report processed at the last fiscal year including its follow up measures. Note: should be disclosed if there is no report and follow up action in the last fiscal year.	196-202
25	Diversity of the Board of Commissioners and Board of directors Composition Description of written policy regarding diversity of the Board of Commissioners and Board of Directors composition regarding education, work experience, age, and gender Note: to disclose the reasons and considerations if there is no policy applied.	195-199

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4	Comprehensive financial statements Comprehensively covers the financial statements elements 1. Statements of financial position; 2. Statements of comprehensive income and other comprehensive income; 3. Statements of changes in equity; 4. Statements of cash flows; 5. Notes to financial statements; 6. Comparative information on previous periods; and 7. Statements of financial position at the beginning of previous periods upon the application of retrospective accounting policy by the entity of representation of financial statements postings, or reclassifications of postings in financial statements (if relevant).	262-264 265-266 267-268 269-270 271-384 262-266 N/A
5	Profitability level comparison Comparison of current profit (loss) with the previous year	265-266

6	<p>Statements of Cash Flows</p> <p>Conformity to the following provisions:</p> <ol style="list-style-type: none"> 1. Grouping into three category of activities of operations, investment, and financing; 2. Direct method application in the statements of cash flows from operations activity; 3. Separation of presentation between cash in and cash out during current year in the operation investment and financing activities; 4. Disclosure of non cash transaction shall be stated in the notes to financial statements. 	269-270
7	<p>Summary of accounting policies</p> <p>Including at least:</p> <ol style="list-style-type: none"> 1. Compliance statement to Financial Accounting Standards; 2. Basis of measurement and formulation of financial statements; 3. Recognition of income and expense; 4. Employee benefits; and 5. Financial Instrument. 	<p>277</p> <p>278-306</p> <p>352-353</p> <p>294-296</p> <p>282-287</p>
8	<p>Disclosure of related parties transactions</p> <p>The disclosure includes;</p> <ol style="list-style-type: none"> 1. Name of related parties, and the nature and relationship with related parties; 2. Transaction values and its percentage to total income and expense; and 3. Total balance and its percentage to total assets or liabilities. 	361-364
9	<p>Disclosure related to taxes</p> <p>The disclosures shall include;</p> <ol style="list-style-type: none"> 1. Fiscal reconciliation and current tax expense calculation; 2. Explanation of relationship between tax expenses (income) and accounting profit; 3. Statement that Taxable Income as a result of reconciliation use as the basis in completing the 2019 Annual Corporate Income tax return 4. The details of deferred tax assets and liabilities recognized in the financial position statements for every presentation period, and total deferred tax expenses (income) recognized in the income statements if the total are not visible from the total deferred tax assets or liabilities recognized in the financial position statements; and 5. Disclosure of availability or un-availability of tax disputes. 	352-356
10	<p>Disclosure related to fixed assets</p> <p>The disclosures shall include:</p> <ol style="list-style-type: none"> 1. Used depreciation method; 2. Description on accounting policies selected between revaluation model and cost model; 3. Significant methods and assumptions used in estimation of fixed assets fair value (for revaluation model) or disclosure of fixed assets fair value (for cost model); and 4. Reconciliation of gross total recorded and accumulation of fixed assets depreciation at the beginning and end of period by presenting: addition, deduction and reclassification. 	319-322
11	<p>Disclosure related to operations segments</p> <p>The disclosures shall include:</p> <ol style="list-style-type: none"> 1. General information covering factors used to identify reported segments; 2. Information on segments reported profit loss, assets, and liabilities; 3. Reconciliation of segment's total revenues, segment's reported profit loss, segment's assets, segment's liabilities, and segment's other material elements to related total in entity; and 4. Disclosure of entity level, which covers information on products and/or services, geographic areas and main customers. 	364-365
12	<p>Disclosure related to Financial Instruments</p> <p>The disclosure shall include:</p> <ol style="list-style-type: none"> 1. Details on financial instruments owned according to its classification; 2. Fair value and hierarchy of every financial instrument group; 3. Explanation of risks related with financial instrument; 4. Market risk, credit risk and liquidity risk; 5. Risk management policy; and 6. Quantitative analysis of risk related to financial instrument. 	368-371
13	<p>Financial statement publication</p> <p>The disclosure includes:</p> <ol style="list-style-type: none"> 1. The date of financial statements authorized for publication; and 2. Parties responsible to authorize the financial statements. 	257-258

FINANCIAL REPORT



**Laporan Keuangan Konsolidasian
Beserta Laporan Auditor Independen
Untuk Tahun yang Berakhir pada
Tanggal-tanggal 31 Desember 2020 dan 2019**

***Consolidated Financial Statements
With Independent Auditors' Report
For the Years Then Ended
December 31, 2020 and 2019***

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK**

***PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES***

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SURAT PERNYATAAN DIREKSI / STATEMENT LETTER OF DIRECTORS
TENTANG / CONCERNING
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN
RESPONSIBILITY UPON CONSOLIDATED FINANCIAL STATEMENTS
PERIODE 31 DESEMBER 2020
PERIOD 31 DECEMBER 2020
PT BAKRIE & BROTHERS TBK DAN ENTITAS ANAK
PT BAKRIE & BROTHERS Tbk AND SUBSIDIARIES

Kami yang bertanda tangan di bawah ini: / *We the undersigned:*

- | | |
|---|---|
| 1. Nama/Name | : Anindya Novyan Bakrie |
| Alamat Kantor/Office Address | : Bakrie Tower, Lt. 39,
Jl. H. R. Rasuna Said,
Jakarta 12940 |
| Alamat Domisili
<i>Address of Domicile</i> | : Jl. Mega Kuningan Barat
Kav. E. 3-5/5
Kuningan Timur, Setia Budi
Jakarta Selatan |
| Nomor Telepon/Telephone Number | : +62 21 2991 2222 |
| Jabatan/Position | : Direktur Utama / <i>President Director</i> |
| | |
| 2. Nama/Name | : Hendrajanto Marta Sakti |
| Alamat Kantor/Office Address | : Bakrie Tower, Lt. 36,
Jl. H. R. Rasuna Said,
Jakarta 12940 |
| Alamat Domisili
<i>Address of Domicile</i> | : Jl. Pejaten Barat II No. 34
RT/RW : 003/008,
Pejaten Barat, Pasar Minggu
Jakarta Selatan |
| Nomor Telepon/Telephone Number | : +62 21 2991 2222 |
| Jabatan/Position | : Direktur Keuangan/Finance Director |

menyatakan bahwa/state that :

- Bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bakrie & Brothers Tbk ("Perusahaan") dan Entitas Anak; / *to take responsibility upon the composing and presenting of the consolidated financial statements of PT Bakrie & Brothers Tbk (the "Company") and Subsidiaries;*

PT Bakrie & Brothers Tbk

Bakrie Tower 35, 36, 37 floor
Rasuna Korpulentum
Jl. H. R. Rasuna Said
Jakarta 12940, Indonesia
P.O. Box 660 JKTM
Telephone : (62 21) 2991 2222
Facsimile : (62 21) 2991 2333
Web : www.bakrie-brothers.com

R Alf



2. Laporan keuangan konsolidasian Perusahaan dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia; / *The consolidated financial statements of the Company and Subsidiaries has been composed and presented in accordance with Indonesian Financial Accounting Standard;*
3. a. Semua informasi dalam laporan keuangan konsolidasian Perusahaan dan Entitas Anak telah dimuat secara lengkap dan benar; / *all information in the consolidated financial statements of the Company and Subsidiaries has been composed completely and correctly;*
 b. Laporan keuangan konsolidasian Perusahaan dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; / *the consolidated financial statements of the Company and Subsidiaries does not contain of any misstatement and does not eliminate any material information;*
4. Bertanggung jawab atas sistem pengendalian intern dalam Perusahaan. / *to take responsibility upon internal control system in the Company.*

Demikian pernyataan ini dibuat dengan sebenarnya/ *This statement has been made in good faith.*

Jakarta, 30 Maret 2021 / 30 March 2021
PT Bakrie & Brothers Tbk

Anindya Novyan Bakrie
Direktur Utama/ *President Director*

Hendrajanto Marta Sakti
Direktur Keuangan/
Finance Director

Handwritten signature in blue ink.

Y. SANTOSA DAN REKAN

Head Office:
Jl. Sisingamangaraja No. 26, 2nd Floor
Jakarta 12110, Indonesia
Tel: +62 21 720 2605 - Fax: +62 21 7278 8954

Laporan Auditor Independen

Laporan No.

00023/2.0902/AU.1/10/0046-1/1/III/2021

Pemegang Saham, Dewan Komisaris dan
Direksi
PT Bakrie & Brothers Tbk

Kami telah mengaudit laporan keuangan konsolidasian PT Bakrie & Brothers Tbk ("Perusahaan") dan Entitas Anaknya ("Kelompok Usaha") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2020, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

Independent Auditors' Report

Report No.

00023/2.0902/AU.1/10/0046-1/1/III/2021

The Shareholders, Boards of Commissioners and
Directors
PT Bakrie & Brothers Tbk

We have audited the accompanying consolidated financial statements of PT Bakrie & Brothers Tbk (the "Company") and its Subsidiaries (the "Group"), which comprise the consolidated statement of financial position as of December 31, 2020, and the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of such consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on such consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.

Y. Santosa dan Rekan
Registered Public Accountants
Licence Number: 430/KM.1/2012



Y. SANTOSA DAN REKAN

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Bakrie & Brothers Tbk dan Entitas Anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Penekanan suatu hal

Kami membawa perhatian ke Catatan 46 atas laporan keuangan konsolidasian, yang menjelaskan bahwa pada tanggal 31 Desember 2020, Kelompok Usaha mengalami kerugian berulang dari kegiatan usahanya yang mengakibatkan defisit dan total liabilitas jangka pendek Kelompok Usaha telah melampaui total aset lancarnya. Kondisi tersebut, bersama dengan hal-hal lain sebagaimana dijelaskan dalam Catatan 46, mengindikasikan adanya suatu ketidakpastian material yang dapat menyebabkan keraguan signifikan atas kemampuan Kelompok Usaha untuk mempertahankan kelangsungan usahanya. Rencana manajemen untuk mengatasi kondisi tersebut juga diungkapkan dalam Catatan 46 atas laporan keuangan konsolidasian. Laporan keuangan konsolidasian tidak mencakup penyesuaian yang mungkin harus dilakukan yang berasal dari kondisi ketidakpastian tersebut.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Bakrie & Brothers Tbk and its Subsidiaries as of December 31, 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Emphasis of matter

We draw attention to Note 46 to the consolidated financial statements, which describes that as of December 31, 2020, the Group incurred recurrent losses from its operations resulting to deficit and the total current liabilities of the Group exceeded its total current assets. These conditions, along with other matters as set forth in Note 46, indicate the existence of a material uncertainty that may cast significant doubt about the Group's ability to continue as a going concern. Management's plans in regard to these matters are also disclosed in Note 46 to the consolidated financial statements. The consolidated financial statements do not include any adjustments that might result from the outcome of this uncertainty.

Y. Santosa dan Rekan
Registered Public Accountants
Licence Number: 430/KM.1/2012



Y. SANTOSA DAN REKAN

Opini kami tidak dimodifikasi sehubungan dengan hal tersebut.

Our opinion is not qualified in respect of this matter.

Y. Santosa dan Rekan



Yahya Santosa

Registrasi Akuntan Publik / *Public Accountant Registration*
No. AP.0046

30 Maret 2021 / *March 30, 2021*

NOTICE TO READERS

The accompanying consolidated financial statements are not intended to present the financial position, results of operations, and cash flows in accordance with accounting principles and practices generally accepted in countries and jurisdictions other than Indonesia. The standards, procedures and practices utilized to audit such consolidated financial statements may differ from those generally accepted in countries and jurisdictions other than Indonesia. Accordingly, the accompanying consolidated financial statements and the auditors' report thereon are not intended for use by those who are not informed about Indonesian accounting principles and auditing standards, and their application in practice.

Y. Santosa dan Rekan
Registered Public Accountants
Licence Number: 430/KM.1/2012



**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2020 DAN 2019
(Angka dalam tabel disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

**PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
DECEMBER 31, 2020 AND 2019
(Amounts in tables are expressed in millions of Rupiah,
unless otherwise stated)**

	Catatan/ Notes	2020	2019	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan setara kas	3d,3e,5	83.012	126.177	Cash and cash equivalents
Investasi jangka pendek	3e,6			Short-term investments
Pihak ketiga		8.350.777	7.689.773	Third parties
Pihak berelasi	3f,38b	11.166	10.756	Related parties
Piutang usaha - setelah dikurangi penyisihan kerugian atas penurunan nilai	3e,7			Trade receivables - net of allowance for impairment losses
Pihak ketiga		859.327	1.053.149	Third parties
Pihak berelasi	3f,38a	21.898	8.996	Related parties
Piutang lain-lain - setelah dikurangi penyisihan kerugian atas penurunan nilai				Other receivables - net of allowance for impairment losses
Pihak ketiga	3e,8	533.142	1.361.509	Third parties
Persediaan - setelah dikurangi penyisihan				Inventories - net of allowance for inventory
persediaan usang	3g,9	511.113	705.325	obsolescence
Beban dibayar dimuka	3h,10	3.703	3.943	Prepaid expenses
Pajak dibayar dimuka	3v, 35a	86.856	75.657	Prepaid taxes
Kelompok lepasan yang diklasifikasikan sebagai dimiliki untuk dijual	3m,48	162	60.162	Disposal group classified as held for sale
Aset lancar lainnya	3e,11	138.479	163.755	Other current assets
Total Aset Lancar		10.599.635	11.259.202	Total Current Assets
ASET TIDAK LANCAR				NON-CURRENT ASSETS
Piutang pihak berelasi - setelah dikurangi penyisihan kerugian atas penurunan nilai	3e,3f,38c	189.059	282.778	Due from related parties - net of allowance for impairment losses
Investasi pada entitas asosiasi	3i,12	10.000	10.000	Investment in associates
Investasi jangka panjang lainnya	3e,3j,13	992.718	263.067	Other long-term investments
Aset tetap - setelah dikurangi dengan akumulasi penyusutan	3k,3l,3n,3o,14	1.881.875	2.108.395	Fixed assets - net of accumulated depreciation
Aset pajak tangguhan - neto	3v,35d	59.230	94.023	Deferred tax assets - net
Biaya pengembangan proyek - setelah dikurangi penyisihan kerugian atas penurunan nilai	3p,15	48.020	26.210	Project development costs - net of allowance for impairment losses
Aset tidak lancar lainnya	3d,3e,3f,16	211.249	320.863	Other non-current assets
Total Aset Tidak Lancar		3.392.151	3.105.336	Total Non-Current Assets
TOTAL ASET		13.991.786	14.364.538	TOTAL ASSETS

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2020 DAN 2019
(Angka dalam tabel disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

**PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
DECEMBER 31, 2020 AND 2019
(Amounts in tables are expressed in millions of Rupiah,
unless otherwise stated)**

	Catatan/ Notes	2020	2019	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Pinjaman jangka pendek				Short-term loans
Pihak ketiga	3e,17	436.993	442.854	Third parties
Pembiayaan musyarakah				Short-term musyarakah
jangka pendek	3r	-	12.000	financing
Utang usaha	3e,18			Trade payables
Pihak ketiga		408.251	722.462	Third parties
Pihak berelasi	3f,38d	14.917	14.381	Related parties
Utang lain-lain	3e,19			Other payables
Pihak ketiga		156.779	198.909	Third parties
Pihak berelasi	3f,38e	39.427	38.232	Related parties
Beban masih harus dibayar	3e,3s,20	875.753	765.815	Accrued expenses
Uang muka pelanggan	3s,21	115.767	212.638	Customer deposits
Utang pajak	3v,35b	119.018	86.732	Taxes payable
Liabilitas derivatif	3e,41	8.164.197	7.140.463	Derivative liabilities
Liabilitas jangka panjang yang				Current maturities of
jatuh tempo dalam satu tahun:	3e			long-term liabilities:
Pinjaman jangka panjang	22	1.505.038	1.465.296	Long-term loans
Liabilitas sewa	3o,23	1.363	668	Lease liabilities
Pembiayaan murabahah	3q,25	6.539	5.278	Murabahah financing
Pembiayaan musyarakah	3r,24	9.379	9.515	Musyarakah financing
Total Liabilitas Jangka Pendek		11.853.421	11.115.243	Total Current Liabilities
LIABILITAS JANGKA PANJANG				NON-CURRENT LIABILITIES
Liabilitas pajak tangguhan - neto	3v,35d	101.694	145.920	Deferred tax liabilities - net
Liabilitas imbalan pascakerja	3t,36	330.152	316.641	Post-employment benefits
Utang pihak berelasi	3f,38f	78.010	203.020	liability
Liabilitas jangka panjang - setelah				Due to related parties
dikurangi bagian yang jatuh tempo				Long-term liabilities - net of
dalam satu tahun:	3e			current maturities:
Pinjaman jangka panjang	22	166.901	211.214	Long-term loans
Liabilitas sewa	3o,23	2.080	895	Lease liabilities
Pembiayaan murabahah	3q,25	1.071	5.186	Murabahah financing
Pembiayaan musyarakah	3r,24	13.770	11.741	Musyarakah financing
Total Liabilitas Jangka Panjang		693.678	894.617	Total Non-Current Liabilities
Total Liabilitas		12.547.099	12.009.860	Total Liabilities

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2020 DAN 2019**
(Angka dalam tabel disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
DECEMBER 31, 2020 AND 2019**
(Amounts in tables are expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2020	2019	
EKUITAS				EQUITY
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				Equity attributable to owners of the Parent
Modal saham - nilai nominal Rp28.500, Rp3.990, Rp1.140, Rp500 dan Rp64 pada tanggal 31 Desember 2020 dan 2019 untuk masing-masing saham Seri A, Seri B, Seri C, Seri D dan Seri E				Share capital - Rp28,500, Rp3,990, Rp1,140, Rp500 and Rp64 par value as of December 31, 2020 and 2019 for each A Series, B Series, C Series, D Series and E Series shares
Modal dasar				Authorized capital
293.715.580.156 saham pada tanggal 31 Desember 2020 dan 2019				293,715,580,156 shares as of December 31, 2020 and 2019
Modal ditempatkan dan disetor penuh				Issued and fully paid capital
20.863.053.480 saham pada tanggal 31 Desember 2020 dan 2019				20,863,053,480 shares as of December 31, 2020 and 2019
Tambahan modal disetor	1b,26	14.235.002	14.235.002	Additional paid-in capital
Obligasi wajib konversi	3v,3w,27	(2.504.322)	(2.504.322)	Mandatory convertible bonds
Cadangan modal lainnya	3e,28	9.440.986	9.440.986	Other capital reserves
Defisit	3e,3t,3u,29	367.042	216.589	Deficit
	3bb	(20.098.328)	(19.042.966)	
Subtotal		1.440.380	2.345.289	Subtotal
Kepentingan nonpengendali	3b,30	4.307	9.389	Non-controlling interest
Ekuitas - Neto		1.444.687	2.354.678	Equity - Net
TOTAL LIABILITAS DAN EKUITAS		13.991.786	14.364.538	TOTAL LIABILITIES AND EQUITY

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2020 DAN 2019
(Angka dalam tabel disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

**PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF
PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019
(Amounts in tables are expressed in millions of Rupiah,
unless otherwise stated)**

	Catatan/ Notes	2020	2019	
PENDAPATAN NETO	3s,31	2.454.947	3.235.677	NET REVENUES
BEBAN POKOK PENDAPATAN	3s,32	2.209.020	2.557.420	COST OF REVENUES
LABA BRUTO		245.927	678.257	GROSS PROFIT
BEBAN USAHA	3s,33			OPERATING EXPENSES
Beban karyawan		244.136	261.789	Personnel expenses
Beban umum dan administrasi		168.905	157.081	General and administrative expenses
Beban penjualan		111.990	121.718	Selling expenses
Total Beban Usaha		525.031	540.588	Total Operating Expenses
LABA (RUGI) USAHA		(279.104)	137.669	OPERATING PROFIT (LOSS)
PENGHASILAN (BEBAN) LAIN-LAIN				OTHER INCOME (CHARGES)
Keuntungan atas pelepasan aset tetap - neto		28.582	1.747	Gain on disposal of fixed assets - net
Pendapatan bunga		13.995	34.124	Interest income
Kerugian atas nilai wajar investasi	6	(395.835)	-	Loss on fair value of investment
Beban bunga dan keuangan	34	(163.723)	(175.103)	Interest and financial charges
Kerugian atas penurunan nilai aset tetap	14	(56.093)	-	Loss on impairment of fixed assets
Keuntungan (kerugian) selisih kurs - neto	3u	(29.731)	90.130	Gain (loss) on foreign exchange - net
Beban bagi hasil musyarakah	3r,24	(4.298)	(5.774)	Musyarakah sharing expense
Beban murabahah	3q,25	(1.100)	(2.246)	Murabahah expense
Perubahan nilai wajar instrumen keuangan - neto	3e,41	(81)	(5.545)	Fair value changes of financial instruments - net
Bagian laba atas neto entitas asosiasi	3i,12	-	758.870	Share in net profit of associates
Lain-lain - neto		(39.918)	47.652	Others - net
Penghasilan (Beban) Lain-lain - Neto		(648.202)	743.855	Other Income (Charges) - Net
LABA (RUGI) SEBELUM MANFAAT (BEBAN) PAJAK PENGHASILAN		(927.306)	881.524	PROFIT (LOSS) BEFORE INCOME TAX BENEFIT (EXPENSE)
MANFAAT (BEBAN) PAJAK PENGHASILAN	3v,35			INCOME TAX BENEFIT (EXPENSE)
Kini		(14.277)	(58.427)	Current
Tangguhan		11.258	40.173	Deferred
Beban Pajak Penghasilan - Neto		(3.019)	(18.254)	Income Tax Expense - Net
LABA (RUGI) NETO		(930.325)	863.270	NET PROFIT (LOSS)

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2020 DAN 2019
(Angka dalam tabel disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

**PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF
PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019
(Amounts in tables are expressed in millions of Rupiah,
unless otherwise stated)**

	Catatan/ Notes	2020	2019	
PENGHASILAN (RUGI) KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME (LOSS)
Pos-pos yang akan direklasifikasi lebih lanjut ke laba rugi:				Items that will be subsequently reclassified to profit or loss:
Selisih kurs karena penjabaran laporan keuangan	3u	140.608	(84.607)	Exchange differences due to financial statements translation
Perubahan neto atas nilai wajar efek ekuitas tercatat	3e,6	411	(224)	Net changes in fair value of quoted equity securities
Bagian atas rugi komprehensif lain dari entitas asosiasi	3i,12	-	(29.804)	Share in other comprehensive loss of associates
Subtotal		141.019	(114.635)	Subtotal
Pos-pos yang tidak akan direklasifikasi lebih lanjut ke laba rugi:				Items that will not be subsequently reclassified to profit or loss:
Pengukuran kembali atas program pensiun imbalan pasti	3t,36	11.637	47.658	Remeasurement of defined benefit pension plan
Pajak penghasilan terkait	3v,35	(6.425)	(10.588)	Related income tax
Subtotal		5.212	37.070	Subtotal
PENGHASILAN (RUGI) KOMPREHENSIF LAIN - SETELAH DIKURANGI PAJAK		146.231	(77.565)	OTHER COMPREHENSIVE INCOME (LOSS) - NET OF TAX
PENGHASILAN (RUGI) KOMPREHENSIF NETO		(784.094)	785.705	NET COMPREHENSIVE INCOME (LOSS)
LABA (RUGI) NETO YANG DAPAT DIATRIBUSIKAN KEPADA:				NET PROFIT (LOSS) ATTRIBUTABLE TO:
Pemilik entitas induk		(929.465)	852.956	Owners of parent
Kepentingan nonpengendali	3b,30	(860)	10.314	Non-controlling interest
NETO		(930.325)	863.270	NET
PENGHASILAN (RUGI) KOMPREHENSIF NETO YANG DAPAT DIATRIBUSIKAN KEPADA:				NET COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO:
Pemilik entitas induk		(779.012)	768.378	Owners of parent
Kepentingan nonpengendali	3b,30	(5.082)	17.327	Non-controlling interest
NETO		(784.094)	785.705	NET
LABA (RUGI) NETO PER SAHAM DASAR/DILUSIAN DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (Angka Penuh)	3x,37	(487,26)	447,16	BASIC/DILUTED EARNINGS (LOSS) PER SHARE ATTRIBUTABLE TO THE OWNERS OF THE PARENT (Full Amount)

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK**

**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2020 DAN 2019
(Angka dalam tabel disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

**PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES**

**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
DECEMBER 31, 2020 AND 2019
(Amounts in tables are expressed in millions of Rupiah, unless otherwise stated)**

Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk/ Equity Attributable to Owners of the Parent											
	Tambahan Modal Disetor/ Additional Paid-In Capital			Selisih Nilai Transaksi Restrukturisasi Entitas			Other Capital Reserves/ Cadangan Modal Lainnya				
	Modal Saham/ Share Capital	Selisih Penerimaan dari Penerbitan Saham atas Nilai Nominal/ Paid-in Capital in Excess of Par Value	Tambahan Modal Disetor dari Pengampunan Pajak/ Paid-in Capital from Tax Amnesty	Sepengendall/ Difference in Restructuring of Entities Under Common Control	Obligasi/ Wajib Konversi/ Mandatory Convertible Bonds	Selisih Kurs Penjabaran Laporan Keuangan/ Exchange Differences due to Financial Statements Translation	Keuntungan Investasi Jangka Pendek yang Belum Terealisasi/ Unrealized Gain on Short-term Investments	Akumulasi Pengukuran Kembali atas Liabilitas Imbalan Pascakerja/ Cumulative Remeasurements on Post-Employment Benefits Liability	Defisit/ Deficit	Subtotal/ Subtotal	Ekuitas - Neto/ Equity - Net
Saldo 1 Januari 2019	14.189.464	61.728	1.164.536	(2.621.572)	9.486.524	385.608	2.125	(66.566)	(19.895.922)	2.685.925	2.679.039
Penerbitan saham melalui OWK											
(Catatan 26 dan 28)	45.538	-	-	-	(45.538)	-	-	-	-	-	-
Pelepasan investasi oleh Entitas Anak (Catatan 4)	-	-	-	(1.109.014)	-	-	-	-	-	(1.109.014)	(1.109.014)
Pembagian dividen oleh Entitas Anak	-	-	-	-	-	-	-	-	-	-	(1.052)
Laba neto tahun berjalan	-	-	-	-	-	-	-	-	852.956	852.956	863.270
Penghasilan (rugi) komprehensif lain yang direklasifikasikan ke laba rugi	-	-	-	-	-	(122.700)	(224)	-	-	(122.924)	(114.635)
Penghasilan (rugi) komprehensif lain yang tidak direklasifikasikan ke laba rugi	-	-	-	-	-	-	-	-	-	-	8.289
Saldo 31 Desember 2019	14.235.002	61.728	1.164.536	(3.730.586)	9.440.986	242.908	1.901	(28.220)	(19.042.966)	2.345.289	2.354.678
								38.346	-	38.346	37.070
								(1.276)			

Balance as of January 1, 2019
Issuance of shares through
conversion of MCB
(Notes 26 and 28)
Disposal of investment by
Subsidiary (Note 4)
Distribution of dividends by
Subsidiary
Net profit for the year
Other comprehensive
income (loss) to
be reclassified
to profit or loss
Other comprehensive
income (loss) not to
be reclassified
to profit or loss
Balance as of
December 31, 2019

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK**

**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2020 DAN 2019
(Angka dalam tabel disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

**PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES**

**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
DECEMBER 31, 2020 AND 2019
(Amounts in tables are expressed in millions of Rupiah, unless otherwise stated)**

	Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk/ Equity Attributable to Owners of the Parent											Kepentingan Non-pengendali/ Non-controlling Interest	Ekuitas - Neto/ Equity - Net
	Tambahan Modal Disetor/ Additional Paid-in Capital			Other Capital Reserves/ Cadangan Modal Lainnya									
	Selisih Penerimaan dari Penerbitan Saham atas Nilai Nominal/ Paid-In Capital in Excess of Par Value	Tambahan Modal Disetor dari Pengampunan Pajak/ Paid-In Capital from Tax Amnesty	Selisih Nilai Transaksi Restrukturisasi Entitas Sepengendali/ Difference in Restructuring of Entities Under Common Control	Obligasi Wajib Konversi/ Mandatory Convertible Bonds	Salinan Laporan Keuangan/ Exchange Differences due to Financial Statements Translation	Investasi Jangka Pendek yang Belum Terealisasi/ Unrealized Gain on Short-term Investments	Akumulasi Pengukuran Kembali atas Liabilitas Imbalan Pascakerja/ Cumulative Remeasurements on Post-Employment Benefits Liability	Defisit/ Deficit	Subtotal/ Subtotal				
Modal Saham/ Share Capital													
14.235.002	61.728	1.164.536	(3.730.586)	9.440.986	242.908	1.901	(28.220)	(19.042.966)	2.345.289	9.389	2.354.678		
Saldo 31 Desember 2019, dilaporkan sebelumnya Dampak penerapan awal PSAK 71 (Catatan 49)	-	-	-	-	-	-	-	(125.897)	(125.897)	-	(125.897)		
14.235.002	61.728	1.164.536	(3.730.586)	9.440.986	242.908	1.901	(28.220)	(19.168.863)	2.219.392	9.389	2.228.781		
Rugi neto tahun berjalan Penghasilan (rugi) komprehensif lain yang direklasifikasi ke laba rugi Penghasilan komprehensif lain yang tidak direklasifikasi ke laba rugi	-	-	-	-	-	-	-	(929.465)	(929.465)	(860)	(930.325)		
Saldo 1 Januari 2020	-	-	-	-	139.964	411	-	-	140.375	644	141.019		
Penghasilan komprehensif lain yang tidak direklasifikasi ke laba rugi	-	-	-	-	-	-	10.078	-	10.078	(4.866)	5.212		
Saldo 31 Desember 2020	14.235.002	61.728	1.164.536	(3.730.586)	382.872	2.312	(18.142)	(20.098.328)	1.440.380	4.307	1.444.687		

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2020 DAN 2019
(Angka dalam tabel disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

**PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
DECEMBER 31, 2020 AND 2019
(Amounts in tables are expressed in millions of Rupiah,
unless otherwise stated)**

	2020	2019	
ARUS KAS DARI AKTIVITAS OPERASI			CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan kas dari pelanggan	2.538.995	3.529.855	Cash receipt from customers
Pembayaran kas untuk pemasok	(2.020.598)	(2.297.628)	Cash payments to suppliers
Pembayaran kas untuk karyawan	(504.657)	(650.683)	Cash payments to employees
Kas neto yang diperoleh dari aktivitas operasi	13.740	581.544	Net cash provided by operating activities
Penerimaan dari:			Cash received from:
Pajak	89.570	41.021	Taxes
Bunga	6.901	9.797	Interest income
Pembayaran untuk:			Cash paid for:
Pajak	(79.663)	(187.893)	Taxes
Beban bunga	(43.914)	(88.666)	Interest expense
Beban bagi hasil musyarakah	(4.298)	(5.774)	Musyarakah sharing expense
Beban murabahah	(1.100)	(2.246)	Murabahah expense
Penerimaan dari aktivitas operasi lainnya	-	29	Receipts from other operating activities
Arus Kas Neto Diperoleh dari (Digunakan) untuk Aktivitas Operasi	(18.764)	347.812	Net Cash Flows Provided by (Used in) Operating Activities
ARUS KAS DARI AKTIVITAS INVESTASI			CASH FLOWS FROM INVESTING ACTIVITIES
Penerimaan dari pelepasan aset tetap	98.845	83.677	Receipts from disposal of fixed assets
kenaikan neto piutang pihak berelasi	(4.204)	(253)	Net increase in due from related parties
Pembayaran untuk:			Payments for:
Penambahan aset tetap	(126.825)	(148.550)	Acquisition of fixed assets
Biaya pengembangan proyek	(21.811)	(980)	Project development costs
Arus Kas Neto Digunakan untuk Aktivitas Investasi	(53.995)	(66.106)	Net Cash Flows Used in Investing Activities

Lihat Catatan 47 atas laporan keuangan konsolidasian untuk informasi tambahan arus kas

See Note 47 to the consolidated financial statements for the supplementary cash flows information

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2020 DAN 2019
(Angka dalam tabel disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

**PT BAKRIE & BROTHERS Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
DECEMBER 31, 2020 AND 2019
(Amounts in tables are expressed in millions of Rupiah,
unless otherwise stated)**

	2020	2019	
ARUS KAS DARI AKTIVITAS PENDANAAN			CASH FLOWS FROM FINANCING ACTIVITIES
Penerimaan dari:			Proceeds from:
Utang jangka pendek	405.870	278.388	Short-term loans
Utang jangka panjang	-	9.300	Long-term loans
Pembiayaan musyarakah	-	18.700	Musyarakah financing
Penarikan (penempatan) kas di bank yang dibatasi penggunaannya - neto	73.489	(121.814)	Withdrawals (placements) of restricted cash in banks - net
Pembayaran untuk:			Payments for:
Utang jangka pendek	(402.106)	(330.369)	Short-term loans
Utang jangka panjang	(34.756)	(39.968)	Long-term loans
Pembiayaan musyarakah	(10.107)	(67.528)	Musyarakah financing
Pembiayaan murabahah	(2.854)	(11.295)	Murabahah financing
Liabilitas sewa	(4.073)	(1.170)	Lease liabilities
Penurunan neto utang pihak berelasi	(555)	(7.445)	Net decrease in due to related parties
Arus Kas Neto Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan	24.908	(273.201)	Net Cash Flows Provided by (Used in) Financing Activities
KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS	(47.851)	8.505	NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS
PENGARUH PERUBAHAN KURS MATA UANG ASING ATAS KAS DAN SETARA KAS	4.686	(1.205)	EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS AWAL TAHUN	126.177	118.877	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS AKHIR TAHUN	83.012	126.177	CASH AND CASH EQUIVALENTS AT END OF YEAR

Lihat Catatan 47 atas laporan keuangan konsolidasian untuk informasi tambahan arus kas

See Note 47 to the consolidated financial statements for the supplementary cash flows information

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

**PT BAKRIE & BROTHERS Tbk
DAN ENTITAS ANAK
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2020 DAN 2019 SERTA
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL TERSEBUT
(Angka dalam tabel disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

1. UMUM

a. Pendirian Perusahaan

PT Bakrie & Brothers Tbk ("Perusahaan") didirikan Republik Indonesia berdasarkan Akta Notaris No. 55 tanggal 13 Maret 1951 dari Notaris Sie Khwan Djioe dengan nama "N.V. Bakrie & Brothers". Akta Pendirian tersebut telah mendapatkan persetujuan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. J.A.8/81/6 tanggal 25 Agustus 1951 dan diumumkan dalam Berita Negara No. 94 Tambahan No. 550 tanggal 23 November 1951. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir berdasarkan Akta Notaris No. 177 tanggal 30 Desember 2020 oleh Humbert Lie, S.H., S.E., M.Kn., mengenai Perubahan Anggaran Dasar Perseroan untuk disesuaikan dengan Peraturan Otoritas Jasa Keuangan (POJK) Nomor 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, dan POJK Nomor 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik. Perubahan ini telah diterima pemberituannya oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat No. AHU-AH.01.03.0006120 tanggal 7 Januari 2021.

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan Kegiatan Usaha Utama Perusahaan adalah aktivitas kantor pusat, aktivitas konsultasi manajemen lainnya, dan aktivitas konsultasi bisnis dan broker bisnis.

Perusahaan berdomisili di Jakarta Selatan, dengan kantor pusat berlokasi di Bakrie Tower, Lantai 35-37, Komplek Rasuna Epicentrum, Jalan H.R. Rasuna Said, Jakarta Selatan. Perusahaan beroperasi secara komersial mulai tahun 1951.

Perusahaan tergabung dalam Kelompok Usaha Bakrie.

b. Penawaran Umum dan Pencatatan Saham dan Obligasi Perusahaan di Bursa Efek

Sifat Aksi Korporasi	Jumlah Saham/ Number of Shares
Penawaran Umum Perdana di Bursa Efek Indonesia (BEI) (dahulu Bursa Efek Jakarta)	2.850.000
Pencatatan atas saham para pendiri Perusahaan dalam bentuk <i>Company Listing</i>	16.150.000

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1. GENERAL

a. Company's Establishment

PT Bakrie & Brothers Tbk (the "Company") was established in the Republic of Indonesia on March 13, 1951 based on Notarial Deed No. 55 of Sie Khwan Djioe under the name of "N.V. Bakrie & Brothers". The Deed of Establishment was approved by the Ministry of Justice of the Republic of Indonesia per its Decision Letter No. J.A.8/81/6 dated August 25, 1951 and was published in the State Gazette No. 94, Supplement No. 550 dated November 23, 1951. The Articles of Association have been amended several times, the most recent being based on Notarial Deed No. 177 dated December 30, 2020 by Humbert Lie, S.H., S.E., M.Kn., regarding Amendments to the Articles of Association of the Company to be adjusted to the Financial Services Authority Regulation (POJK) Number 15 / POJK.04 / 2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies, and POJK Number 16/POJK.04/2020 concerning Implementation of Electronic General Meeting of Shareholders of Public Companies. This amendment was received by the Ministry of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.03.0006120 dated January 7, 2021.

In accordance with Article 3 of the Company's Articles of Association, the Company's main business activities include head office activities, other management consulting activities, and business consulting and business brokerage activities.

The Company is domiciled in South Jakarta, with the head office is located at Bakrie Tower, 35th-37th Floor, Rasuna Epicentrum Complex, Jalan H.R. Rasuna Said, South Jakarta. The Company started its commercial operations in 1951.

The Company is part of the Bakrie Group.

b. Public Offering and Company's Listing of Shares and Bonds at the Stock Exchange

Tanggal Efektif/ Effective Date	Nature of Corporate Action
28 Agustus 1989/ August 28, 1989	Initial Public Offering on the Indonesia Stock Exchange (IDX) (formerly Jakarta Stock Exchange)
9 Maret 1990/ March 9, 1990	Listed founders' shares in the form of Company Listing

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1. GENERAL (Continued)

Sifat Aksi Korporasi	Jumlah Saham/ Number of Shares	Tanggal Efektif/ Effective Date	Nature of Corporate Action
<i>Private Placement I</i>	978.969	27 November 1991/ November 27, 1991	<i>Private Placement I</i>
<i>Private Placement II</i>	1.031	10 Januari 1992/ January 10, 1992	<i>Private Placement II</i>
Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu	1.080.000	4 Juni 1993/ June 4, 1993	<i>Rights Issue I with Pre-emptive Rights</i>
Saham Bonus I	31.590.000	22 Juni 1994/ June 22, 1994	<i>Bonus Shares I</i>
Penawaran Umum Terbatas II dengan Hak Memesan Efek Terlebih Dahulu	189.540.000	14 Juli 1994/ July 14, 1994	<i>Rights Issue II with Pre-emptive Rights</i>
Pemecahan Saham	242.190.000	7 Agustus 1995/ August 7, 1995	<i>Stock Split</i>
Saham Bonus II	1.453.140.000	7 Januari 1997/ January 17, 1997	<i>Bonus Shares II</i>
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	36.812.880.000	31 Oktober 2001/ October 31, 2001	<i>Additional Capital through Non-preemptive Rights</i>
Penggabungan Saham I	(31.000.320.000)	17 Maret 2005/ March 17, 2005	<i>Reverse Stock Split I</i>
Penawaran Umum Terbatas III dengan Hak Memesan Efek Terlebih Dahulu	19.220.198.400	6 Mei 2005/ May 6, 2005	<i>Rights Issue III with Pre-emptive Rights</i>
Penggabungan Saham II	(13.485.139.200)	6 Maret 2008/ March 6, 2008	<i>Reverse Stock Split II</i>
Penawaran Umum Terbatas IV dengan Hak Memesan Efek Terlebih Dahulu dan Waran Seri I	84.956.376.960	24 Maret 2008/ March 24, 2008	<i>Rights Issue IV with Pre-emptive Rights and Warrant Series I</i>
Akhir Periode Pelaksanaan Waran	(4.719.798.632)	1 April 2011/ April 1, 2011	<i>Expiry of Warrant Exercise Period</i>
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	3.300.000.000	30 November 2016/ November 30, 2016	<i>Additional Capital through Non-preemptive Rights</i>
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	16.458.094.820	31 Maret 2017/ March 31, 2017	<i>Additional Capital through Non-preemptive Rights</i>
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	55.751.960	11 September 2017/ September 11, 2017	<i>Additional Capital through Non-preemptive Rights</i>

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Sifat Aksi Korporasi	Jumlah Saham/ Number of Shares	Tanggal Efektif/ Effective Date	Nature of Corporate Action
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	7.624.865.069	3 April 2018/ April 3, 2018	Additional Capital through Non-preemptive Rights
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	623	21 Mei 2018/ May 21, 2018	Additional Capital through Non-preemptive Rights
Penggabungan Saham III	(109.044.387.000)	31 Mei 2018/ May 31, 2018	Reverse Stock Split III
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	8.655.934.000	12 Desember 2018/ December 12, 2018	Additional Capital through Non-preemptive Rights
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	91.076.480	27 Februari 2019/ February 27, 2019	Additional Capital through Non-preemptive Rights

c. Struktur Entitas Anak, Ventura Bersama dan Entitas Asosiasi

Pada tanggal 31 Desember 2020 dan 2019, Perusahaan mempunyai kepemilikan saham secara langsung maupun tidak langsung pada Entitas Anak (selanjutnya secara bersama-sama disebut sebagai "Kelompok Usaha"):

1. GENERAL (Continued)

c. Structure of the Subsidiaries, Joint Venture and Associates

As of December 31, 2020 and 2019, the Company has direct and indirect share ownership in the following Subsidiaries (together with the Company hereinafter referred to as the "Group"):

Nama Entitas/ Name of Entity	Domisili/ Domicile	Bidang Usaha/ Scope of Activities	Tahun Pendirian/ Kegiatan Usaha/ Year of Establishment/ Commercial Operations	Persentase Kepemilikan/ Percentage of Ownership		Total Aset Sebelum Eliminasi/ Total Assets Before Elimination	
				2020	2019	2020	2019
				(%)	(%)		
Entitas Anak/Subsidiaries Kepemilikan secara langsung/ Direct Ownership							
PT Bakrie Building Industries (BBI)	Jakarta	Industri produk dari fiber semen/ Fiber cement building	1974	99,99	99,99	880.858	1.161.598
PT Bakrie Metal Industries (BMI)	Bekasi	Pabrikasi baja bergelombang dan "multiplate"/ Corrugated metal products and multiplate	1982	99,99	99,99	3.056.343	3.723.871
PT Bakrie Harper (BHP)	Jakarta	Konstruksi baja/ Steel construction	1996	70,00	70,00	678	37.738
PT Bakrie Indo Infrastructure (BIIN)	Jakarta	Pembangunan dan jasa/ Development and services	2008	99,99	99,99	637.171	635.448
Sebastopol Inc. (SI)	Cayman Islands	Investasi/Investment	2008	100,00	100,00	17.066	496.995
Bakrie Energy International Pte. Ltd.	Singapura/ Singapore	Perdagangan/Trading	2009	100,00	100,00	33.427	56.086
PT Bakrie Solusi Strategis (BSS)	Jakarta	Perdagangan, jasa, industri/ Trading, services, industry	2010	99,99	99,99	4.703	5.629
PT Kreasindo Jaya Utama (KJU)	Jakarta	Perdagangan/Trading	2009	99,99	99,99	-	-

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1. UMUM (Lanjutan)

1. GENERAL (Continued)

Nama Entitas/ Name of Entity	Domisili/ Domicile	Bidang Usaha/ Scope of Activities	Tahun Pendirian/ Kegiatan Usaha/ Year of Establishment/ Commercial Operations	Persentase Kepemilikan/ Percentage of Ownership		Total Aset Sebelum Eliminasi/ Total Assets Before Elimination	
				2020 (%)	2019 (%)	2020	2019
<u>Kepemilikan secara tidak langsung/ Indirect Ownership</u>							
<u>Melalui BBI/Through BBI</u>							
PT Bangun Bantala Indonesia (Bantala)	Jakarta	Perdagangan umum/ General trading	2013	99,97	99,97	80.944	61.659
<u>Melalui BMI/Through BMI</u>							
PT Bakrie Pipe Industries (BPI)	Jakarta	Pabrikasi pipa baja/ Steel pipe manufacturer	1979	99,99	99,99	2.452.132	2.715.951
PT Bakrie Construction (BCons)	Jakarta	Konstruksi baja/ Steel construction	1986	98,11	98,11	260.805	289.656
PT Bakrie Autoparts (BA)	Bekasi	Pabrikasi besi cor dan komponen otomotif/ Foundry and automotive component	1976	99,99	99,99	559.876	694.181
<u>Melalui BIIN/Through BIIN</u>							
PT Bakrie Gas (BG)	Jakarta	Perdagangan minyak dan gas bumi/ Oil and gas trading	2006	99,50	99,50	19.998	19.998
PT Bakrie Gasindo Utama (BGU)	Jakarta	Perdagangan minyak dan gas bumi/ Oil and gas trading	2006	99,50	99,50	19.998	19.998
PT Bakrie Java Energy (BJE)	Jakarta	Perdagangan minyak dan gas bumi/ Oil and gas trading	2006	99,99	99,99	498	498
PT Energas Daya Pratama (EDP)	Jakarta	Perdagangan minyak dan gas bumi/ Oil and gas trading	2006	99,50	99,50	9.998	9.998
PT Bakrie Power (BP)	Jakarta	Pembangkit tenaga Listrik/ Energy and electrical power	1994	99,99	99,99	358.840	406.367
PT Bangun Infrastruktur Nusantara (BIN)	Jakarta	Pembangunan dan jasa/ Development and services	2008	99,99	99,99	20.266	20.266
PT Bakrie Oil & Gas Infrastructure	Jakarta	Pembangunan dan jasa/ Development and services	2008	99,99	99,99	1	1
PT Bakrie Telco Infrastructure (BTelco)	Jakarta	Pembangunan dan jasa/ Development and services	2008	99,50	99,50	10.000	10.000
PT Bakrie Toll Indonesia (BTI)	Jakarta	Pembangunan dan jasa/ Development and services	2008	99,99	99,99	4.677	4.678
PT Bakrie Port Indonesia (BPort)	Jakarta	Pembangunan dan jasa/ Development and services	2008	99,50	99,50	10.100	10.100
PT Bakrie Mina Bahari	Jakarta	Perdagangan umum/ General trading	2017	70,00	70,00	10.675	10.766
PT Multi Kontrol Nusantara (MKN)	Jakarta	Jasa informasi teknologi, telekomunikasi, sistem integrasi, multimedia dan jaringan/ Information technology, telecommunication, integration system, multimedia and network	1984	99,93	99,93	262.865	210.772
<u>Melalui BEI/Through BEI</u>							
PT Bakrie Kimia Investama (BKIV)	Jakarta	Konsultasi manajemen/ Management consultation	2009	-	99,00	-	34.101
Bakrie AN International Pte. Ltd.	Singapura/ Singapore	Perdagangan amonium nitrat/ Trading in ammonium nitrate	2009	100,00	100,00	-	-
Bakrie Agro Commodity International Pte. Ltd.	Singapura/ Singapore	Perdagangan Olein/ Trading in Olein	2009	100,00	100,00	-	-

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1. UMUM (Lanjutan)

1. GENERAL (Continued)

Nama Entitas/ Name of Entity	Domisili/ Domicile	Bidang Usaha/ Scope of Activities	Tahun Pendirian/ Kegiatan Usaha/ Year of	Persentase Kepemilikan/ Percentage of Ownership		Total Aset Sebelum Eliminasi/ Total Assets Before	
			Establishment/ Commercial Operations	2020	2019	Elimination	
				(%)	(%)	2020	2019
<u>Melalui KJU/Through KJU</u>							
PT Batuta Kimia Perdana (BKP)	Jakarta	Industri kimia dasar chlororganik/Chemical industries-organic chlor	2009	55,00	55,00	-	5
<u>Melalui BPI/Through BPI</u>							
PT South East Asia Pipe Industries	Jakarta	Pabrikasi pipa baja/ Steel pipe manufacturer	2001	99,85	99,85	577.282	566.029
<u>Melalui BA/Through BA</u>							
PT Bakrie Steel Industries (BSI)	Jakarta	Industri dan perdagangan/ Industries and trading	2007	99,99	99,99	6.101	7.143
PT Braja Mukti Cakra (BMC)	Bekasi	Industri suku cadang kendaraan bermotor/ Automotive components	1986	50,00	50,00	205.151	249.365
PT Bina Usaha Mandiri Mizusawa (BUMM)	Tangerang	Industri suku cadang kendaraan bermotor/ Automotive components	1986	99,90	99,90	78.861	93.361
<u>Melalui BP/Through BP</u>							
PT Bakrie Darmakarya Energi (BDE)	Jakarta	Pembangkit tenaga Listrik/ Energy and electrical power	2011	98,00	98,00	464.609	438.976
PT Kuala Tanjung Power (KTP)	Jakarta	Pembangkit tenaga Listrik/ Energy and electrical power	2010	99,00	99,00	2.863	2.863
<u>Melalui BIN/Through BIN</u>							
PT Bakrie Mina Bahari	Jakarta	Perdagangan Umum/ General trading	2017	30,00	30,00	10.675	10.766
<u>Melalui MKN/Through MKN</u>							
PT Graha Multimedia Nusantara	Jakarta	Jasa internet dan TV kabel/ Internet services and TV cable	2007	99,96	99,96	13.601	43.946
PT Cipta Wisesa (CTW)	Jakarta	Perdagangan/Trading	2013	99,00	99,00	112.991	113.147
PT Starbit Technology Nusantara	Jakarta	Informasi teknologi, infrastruktur dan jasa/ Information technology, infrastructure and services	2007	75,00	75,00	2.871	5.122
<u>Melalui BKIV/Through BKIV</u>							
PT Batuta Kimia Utama (BKU)	Jakarta	Industri pupuk buatan/ Non-organic fertilizer industry	2009	-	95,00	-	-
PT Batuta Kimia Perdana (BKP)	Jakarta	Industri kimia dasar chlororganik/Chemical industries-organic chlor	2009	-	45,00	-	-
<u>Melalui CTW/Through CTW</u>							
PT System Energi Nusantara (SEN)	Jakarta	Perdagangan umum/ General trading	2008	99,00	99,00	49.356	64.783
PT Armada Anugrah Dirgantara (AAD)	Jakarta	Jasa penyewaan alat transportasi udara/Airport transport rental services	2019	40,00	40,00	40.994	24.152

PT Bakrie Kimia Investama (BKIV)

Berdasarkan dengan Akta Nomor 15 dari Notaris Raden Rita Diana Syarifah SH., M.Kn., pada tanggal 30 Desember 2020, Bakrie Energy International, Pte. Ltd. (BEI) melepas seluruh kepemilikan saham sebanyak 396 lembar di PT Bakrie Kimia Investama (BKIV) kepada PT Bakrie Capital Indonesia (BCI).

PT Bakrie Kimia Investama (BKIV)

Based on Notarial Deed No. 15 from Notary Raden Rita Diana Syarifah SH., M.Kn., dated December 30, 2020, Bakrie Energy International, Pte. Ltd. (BEI) released all 396 shares of share ownership in PT. Bakrie Kimia Investama (BKIV) to PT Bakrie Capital Indonesia (BCI).

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1. UMUM (Lanjutan)

Pada tanggal yang sama, BKIV menerbitkan saham baru sebanyak 15.055 lembar atau senilai Rp 148,3 miliar untuk konversi utang ke BCI, PT Biofuel Indo Sumatera dan Perusahaan masing-masing sebesar Rp66 miliar, Rp54 miliar dan Rp28 miliar. Dengan konversi tersebut, Perusahaan memiliki 2.866 lembar saham atau senilai 18,54% di BKIV dan mencatat investasi tersebut dengan metode biaya.

PT Bangun Bantala Indonesia (BBIn)

Pada tanggal 31 Desember 2020, PT Bakrie Building Industries (BBI) menyetujui untuk menyelesaikan piutang sejumlah Rp4,6 miliar ke entitas anaknya yaitu PT Bangun Bantala Indonesia (Bantala) melalui konversi menjadi saham Bantala dengan jumlah 4.600 lembar saham. Dengan konversi tersebut kepemilikan BBI di Bantala meningkat dari Rp14,9 miliar menjadi Rp19,6 miliar.

PT Armada Anugrah Dirgantara (AAD)

Pada tanggal 1 Maret 2019, PT Multi Kontrol Nusantara (MKN) melalui entitas anaknya, PT Cipta Wisesa (CTW) bersama dengan para pemegang saham lainnya mendirikan PT Armada Anugrah Dirgantara (AAD). AAD suatu perusahaan yang bergerak dalam bidang alat transportasi udara. CTW memiliki sejumlah 400 saham AAD atau setara dengan 40% kepemilikan saham yang memberikan pengendali CTW atas AAD. Laporan keuangan AAD dikonsolidasikan ke dalam laporan keuangan MKN.

d. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

	2020
Dewan Komisaris	
Komisaris Utama	Sutanto *)
Komisaris	Armansyah Yamin
Komisaris	Firmanzah (Alm.)***)
Komisaris	-
Direksi	
Direktur Utama	Anindya Novyan Bakrie
Wakil Direktur Utama	Anindra Ardiansyah Bakrie
Direktur	A. Amri Aswono Putro
Direktur	R.A. Sri Dharmayanti
Direktur	Hendrajanto Marta Sakti
Direktur	Dody Taufiq Wijaya

*) Komisaris Independen

**) Direktur Independen

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On the same date, BKIV issued 15,055 new shares or equivalent to Rp148.3 billion for the conversion of debt to BCI, PT Biofuel Indo Sumatera and the Company amounting to Rp66 billion, Rp54 billion and Rp28 billion, respectively. With this conversion, the Company owns 2,866 shares or equal to 18.54% in BKIV and records the investment using the cost method.

PT Bangun Bantala Indonesia (BBIn)

On December 31, 2020, PT Bakrie Building Industries (BBI) agreed to settle receivable amounting to Rp4.6 billion to its subsidiary, PT Bangun Bantala Indonesia (Bantala) through conversion to Bantala shares with a total of 4,600 shares. With this conversion, BBI's ownership in Bantala increased from Rp14.9 billion to Rp19.6 billion.

PT Armada Anugrah Dirgantara (AAD)

On March 1, 2019, PT Multi Kontrol Nusantara (MKN) through its subsidiary, PT Cipta Wisesa (CTW) together with other shareholders established PT Armada Anugrah Dirgantara (AAD). AAD is a company engaged in the field of air transportation. CTW has ownership in AAD totaling 400 shares or equivalent to 40% share ownership which also gives CTW control over AAD. The financial statements of AAD is consolidated into MKN's financial statements.

d. Boards of Commissioners and Directors, Audit Committee and Employees

As of December 31, 2020 and 2019, the members of the Company's Boards of Commissioners and Directors are as follows:

	2019	
		Board of Commissioners
		President Commissioner
		Commissioner
		Commissioner
		Commissioner
		Board of Directors
		President Director
		Vice-President Director
		Director
		Director
		Director
		Director

*) Independent Commissioner

**) Independent Direktur

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1. UMUM (Lanjutan)

Selain Dewan Komisaris dan Direksi, personil manajemen kunci Perusahaan terdiri dari pimpinan dari masing-masing departemen seperti investasi, pengembangan strategis dan komunikasi perusahaan.

Pembentukan Komite Audit Perusahaan mengacu pada Peraturan Bapepam No. IX.I.5, dimana susunan anggota Komite Audit pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

2020 dan/and 2019		
Ketua	Firmanzah (Alm.)***)	Chairman
Anggota	Irwan Sjarkawi	Member
Anggota	Arief A. Dhani	Member

***) Berdasarkan Pasal 15 ayat 9 Anggaran Dasar Perusahaan, jabatan seorang anggota komisaris berakhir karena wafatnya anggota komisaris tersebut. Pada tanggal 6 Februari 2021, Bapak Firmanzah selaku komisaris independen dan Ketua komite audit Perusahaan meninggal dunia, oleh karenanya, jabatannya selaku komisaris independen Perusahaan berakhir pada tanggal tersebut.

Pada tanggal 31 Desember 2020 dan 2019, Kelompok Usaha mempekerjakan masing-masing 2.381 karyawan dan 2.733 karyawan (tidak diaudit).

e. Penyelesaian Laporan Keuangan Konsolidasian

Manajemen Perusahaan bertanggung jawab atas penyusunan laporan keuangan konsolidasian ini, yang telah disetujui oleh Direksi untuk diterbitkan pada tanggal 30 Maret 2021.

2. PERNYATAAN KEPATUHAN

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan ("SAK"), yang mencakup Pernyataan dan Interpretasi yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia dan dan Dewan Standar Akuntansi Syariah Ikatan Akuntan Indonesia, serta peraturan regulator pasar modal.

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1. GENERAL (Continued)

Aside from Boards of Commissioners and Directors, the Company's key personnel consist of chief officers in each department such as investment, strategic development and corporate communications.

The Company's Audit Committee is set to conform with Bapepam Regulation No. IX.I.5, whereas the members of the Audit Committee as of December 31, 2020 and 2019, are as follows:

***) In accordance with Article 15 paragraph 9 of the Company's Articles of Association, the position as a member of the Board of the Commissioners ends upon the death of that commissioner. On February 6, 2021, Mr. Firmanzah, an independent commissioner and Chairman of the audit committee of the Company, passed away, therefore, his position as an independent commissioner of the Company ended on that date.

As of December 31, 2020 and 2019, the Group employed 2,381 staffs and 2,733 staffs, respectively (unaudited).

e. Completion of the Consolidated Financial Statements

The management of the Company is responsible of the preparation of these consolidated financial statements, which have been authorized for issue by the Board of Directors on March 30, 2021.

2. STATEMENT OF COMPLIANCE

The consolidated financial statements have been prepared in accordance with Financial Accounting Standards ("SAK"), which comprise the Statements and Interpretations issued by the Board of Financial Accounting Standards of the Indonesian Institute of Accountants and Board of Syariah Financial Accounting Standards of the Indonesian Institute of Accountants, and capital market regulations.

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3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG DITERAPKAN

a. Dasar Penyusunan Laporan Keuangan Konsolidasian

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian ini adalah selaras dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian Kelompok Usaha untuk tahun yang berakhir pada tanggal 31 Desember 2019, kecuali untuk penerapan standar baru, amandemen dan penyesuaian pernyataan yang berlaku efektif tanggal 1 Januari 2020 seperti yang dijelaskan dalam kebijakan akuntansi terkait.

Efektif tanggal 1 Januari 2020, Kelompok Usaha menerapkan amandemen dan penyesuaian:

- (a) Amandemen PSAK No. 1, "Penyajian Laporan Keuangan";
- (b) PSAK No. 1 (Penyesuaian Tahunan 2019) "Penyajian Laporan Keuangan";
- (c) Amandemen PSAK No. 15, "Investasi pada Entitas Asosiasi dan Ventura Bersama";
- (d) PSAK No. 25, "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi dan Kesalahan".

Penerapan amandemen dan penyesuaian ini tidak berdampak terhadap laporan keuangan konsolidasian Kelompok Usaha.

Laporan keuangan konsolidasian, kecuali laporan arus kas konsolidasian, telah disusun secara akrual dengan menggunakan konsep biaya perolehan (*historical cost*), kecuali untuk akun-akun tertentu yang diukur berdasarkan basis lain seperti yang dijelaskan dalam kebijakan akuntansi terkait.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung, dan dikelompokkan ke dalam aktivitas operasi, investasi dan pendanaan. Pengungkapan tambahan disajikan untuk mengevaluasi perubahan pada liabilitas yang timbul dari aktivitas pendanaan, termasuk perubahan yang timbul dari arus kas maupun perubahan nonkas.

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan konsolidasian adalah mata uang Rupiah (Rp), yang juga merupakan mata uang fungsional Perusahaan dan Entitas Anak tertentu.

b. Prinsip-prinsip Konsolidasi

Entitas (entitas induk) yang mengendalikan satu atau lebih entitas lain (entitas anak) menyajikan laporan keuangan konsolidasian. Investor, terlepas dari sifat keterlibatannya dengan entitas (*investee*), menentukan apakah investor merupakan entitas induk dengan menilai atau investor tersebut mengendalikan *investee*.

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3. SIGNIFICANT ACCOUNTING POLICIES APPLIED

a. Basis of Preparation of the Consolidated Financial Statements

The accounting policies applied in the preparation of these consolidated financial statements are consistent with the accounting policies applied in the preparation of the Group's consolidated financial statements for the year ended December 31, 2019, except for the adoption of new standards, amendments and improvement to statements effective January 1, 2020 as described in the related accounting policies.

Effective January 1, 2020, the Group has applied the following amendments and improvement:

- (a) Amendment to PSAK No. 1, "Presentation of Financial Statements";*
- (b) PSAK No. 1 (2019 Annual Improvement), "Presentation of Financial Statements";*
- (c) Amendment to PSAK No. 15, "Investment in Associated and Joint Ventures";*
- (d) PSAK No. 25, "Accounting Policies, Changes in Accounting Estimates and Errors".*

The adoption of these amendments and improvement had no impact on the Group's consolidated financial statements.

The consolidated financial statements, except for the consolidated statements of cash flows, have been prepared on an accrual basis of accounting using the historical cost concept, except for certain accounts that are measured on the other bases as described in the related accounting policies.

The consolidated statements of cash flows are prepared using the direct method, and classified into operating, investing and financing activities. Additional disclosure is presented to evaluate changes in liabilities arising from financing activities, including the changes arising from cash flows or non-cash changes.

The presentation currency used in the preparation of the consolidated financial statements is Indonesian Rupiah (Rp), which is also the functional currency of the Company and certain of its Subsidiaries.

b. Principles of Consolidation

An entity (the parent) that controls one or more other entities (subsidiaries) present consolidated financial statements. Investors, apart from the nature of their involvement with an entity (investee), determine whether they are a parent by assessing or they controls the investee.

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Investor mengendalikan *investee* ketika investor terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk memengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika, dan hanya jika, investor memiliki seluruh hal berikut ini:

- (a) kekuasaan atas *investee*;
- (b) eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*; dan
- (c) kemampuan untuk menggunakan kekuasaannya atas *investee* untuk memengaruhi jumlah imbal hasil investor.

Investor menilai kembali apakah investor mengendalikan *investee* jika fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari tiga (3) elemen pengendalian.

Konsolidasi atas *investee* dimulai sejak tanggal investor memperoleh pengendalian atas *investee* dan berakhir ketika investor kehilangan pengendalian atas *investee*.

Entitas induk menentukan apakah entitas induk adalah entitas investasi. Entitas investasi adalah entitas yang:

- (a) memperoleh dana dari satu atau lebih investor dengan tujuan memberikan investor tersebut jasa manajemen investasi;
- (b) menyatakan komitmen kepada investor bahwa tujuan bisnisnya adalah untuk menginvestasikan dana yang semata-mata untuk memperoleh imbal hasil dari kenaikan nilai modal, penghasilan investasi, atau keduanya; dan
- (c) mengukur dan mengevaluasi kinerja dan seluruh investasinya berdasarkan nilai wajar.

Entitas induk yang adalah entitas investasi mengukur investasi dalam entitas anak pada nilai wajar melalui laba rugi.

Kepentingan nonpengendali mencerminkan bagian atas laba rugi dan aset neto yang tidak diatribusikan kepada entitas induk dan disajikan secara terpisah dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan ekuitas pada laporan posisi keuangan konsolidasian, dipisahkan dari ekuitas yang dapat diatribusikan kepada entitas induk.

Total penghasilan komprehensif lain diatribusikan kepada pemilik entitas induk dan kepentingan nonpengendali bahkan jika hal ini mengakibatkan kepentingan nonpengendali mempunyai saldo defisit.

Seluruh saldo akun dan transaksi yang material antar entitas yang dikonsolidasi telah dieliminasi.

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3. SIGNIFICANT ACCOUNTING POLICIES APPLIED

An investor controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Therefore, the investor controls the investee if, and only if, it has all of the following:

- (a) power over the investee;*
- (b) exposure or rights to variable returns from its involvement with the investee; and*
- (c) the ability to use its power over the investee to affect the amount of the investor's returns.*

An investor reassess whether it controls an investee if facts and circumstances indicate that one or more of the three (3) control elements have changed.

Investee is consolidated from the date the investor obtains control of investee and continues to be consolidated until the date that such control ceases.

A parent determines whether it is an investment entity. An investment entity is an entity that:

- (a) obtains funds from one or more investors for the purpose of providing investment management services;*
- (b) provides commitment to investors that the business purpose is to invest funds solely for returns from capital appreciation, investment income, or both; and*
- (c) measures and evaluates the performance of its investments on a fair value basis.*

A parent that is an investment entity measures its investments in particular subsidiaries at fair value through profit or loss.

Non-controlling interest represents a portion of the profit or loss and net assets not attributable to the parent and is presented separately in the consolidated statement of profit or loss and other comprehensive income, and within equity in the consolidated statements of financial position, separately from equity attributable to the parent.

Total other comprehensive income is attributed to the owners of the parent and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

All significant intercompany transactions and balances have been eliminated.

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3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG DITERAPKAN (Lanjutan)

Perubahan Bagian Kepemilikan

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas, dimana jumlah tercatat kepentingan pengendali dan nonpengendali disesuaikan untuk mencerminkan perubahan bagian relatifnya atas entitas anak. Perbedaan antara jumlah kepentingan nonpengendali disesuaikan dan nilai wajar imbalan yang diberikan atau diterima diakui secara langsung dalam ekuitas dan diatribusikan pada pemilik entitas induk.

Jika entitas induk kehilangan pengendalian pada entitas anak, maka entitas induk:

- menghentikan pengakuan aset (termasuk setiap *goodwill*) dan liabilitas entitas anak terdahulu dari laporan posisi keuangan konsolidasian.
- mengakui sisa investasi pada entitas anak terdahulu pada nilai wajarnya pada tanggal hilangnya pengendalian, dan selanjutnya mencatat sisa investasi tersebut dan setiap jumlah terutang oleh atau kepada entitas anak terdahulu. Nilai wajar tersebut dianggap sebagai nilai wajar pada saat pengakuan awal aset keuangan atau, jika sesuai, biaya perolehan pada saat pengakuan awal investasi pada entitas asosiasi atau ventura bersama.
- mengakui keuntungan atau kerugian terkait dengan hilangnya pengendalian yang dapat diatribusikan pada kepentingan pengendali terdahulu.

c. Kombinasi Bisnis

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi.

Jika aset yang diperoleh bukan suatu bisnis, maka Kelompok Usaha mencatatnya sebagai akuisisi aset. Biaya perolehan dari sebuah akuisisi diukur berdasarkan nilai agregat imbalan yang dialihkan yang diukur pada nilai wajar tanggal akuisisi dan jumlah setiap kepentingan nonpengendali pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, Kelompok Usaha memilih mengukur kepentingan nonpengendali pada pihak yang diakuisisi baik pada nilai wajar atau pada bagian proporsional dari aset neto yang teridentifikasi dari pihak diakuisisi. Biaya terkait akuisisi dibebankan pada saat terjadi dan diakui dalam laba rugi.

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3. SIGNIFICANT ACCOUNTING POLICIES APPLIED (Continued)

Changes in the Ownership Interests

Changes in a parent's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions, in which the carrying amount of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. The difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to the owners of the parent.

If a parent loses control of a subsidiary, the parent:

- derecognizes the assets (including goodwill) and liabilities of the former subsidiary from the consolidated statements of financial position.
- recognizes any investment retained in the former subsidiary at its fair value at the date when control is lost, and subsequently accounts for it and for any amounts owed by or to the former subsidiary. That fair value shall be regarded as the fair value on initial recognition of a financial asset or, if appropriate, the cost on initial recognition of an investment in an associate or joint venture.
- recognizes the gain or loss associated with the loss of control attributable to the former controlling interest.

c. Business Combinations

Business combinations are accounted for using the acquisition method.

If the asset acquired is not a business, the Group accounts for it as asset acquisition. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition-date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and recognized in profit or loss.

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**3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG
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Jika kombinasi bisnis dilakukan secara bertahap, setiap kepentingan ekuitas yang dimiliki sebelumnya diukur kembali pada nilai wajar tanggal akuisisi dan setiap keuntungan atau kerugian yang dihasilkan diakui dalam laba rugi.

Setiap imbalan kontinjensi yang dialihkan oleh pihak pengakuisisi diakui pada nilai wajar pada tanggal akuisisi. Imbalan kontinjensi yang diklasifikasikan sebagai aset atau liabilitas yang merupakan instrumen keuangan dan termasuk dalam ruang lingkup PSAK No. 71, "Instrumen Keuangan", diukur pada nilai wajar dengan perubahan pada nilai wajar diakui baik dalam laba rugi atau penghasilan komprehensif lain. Jika imbalan kontinjensi tidak termasuk dalam ruang lingkup PSAK No. 71 diukur dengan PSAK yang sesuai. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya dicatat dalam ekuitas.

Goodwill pada awalnya diakui sebesar biaya perolehan, menjadi selisih lebih nilai gabungan dari imbalan yang dialihkan dan jumlah yang diakui untuk kepentingan nonpengendali, dan setiap kepentingan yang dimiliki sebelumnya, atas jumlah neto aset teridentifikasi yang diperoleh dan liabilitas yang diambil-alih. Dalam kasus pembelian dengan diskon, jika nilai wajar atas aset neto yang diakuisisi melebihi nilai gabungan imbalan yang dialihkan, maka selisih tersebut diakui langsung dalam laba rugi.

Setelah pengakuan awal, *goodwill* diukur pada biaya perolehan dikurangi akumulasi rugi penurunan nilai. Untuk tujuan pengujian penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi, dialokasikan ke setiap unit penghasil kas dari Kelompok Usaha yang diharapkan bermanfaat untuk kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditetapkan ke unit-unit tersebut.

Jika *goodwill* yang telah dialokasikan pada suatu unit penghasil kas dan bagian operasi atas unit tersebut dilepas, maka *goodwill* yang terkait dengan operasi yang dilepas tersebut dimasukkan ke dalam jumlah tercatat operasi ketika menentukan keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepas dalam keadaan tersebut diukur berdasarkan nilai relatif operasi yang dilepas dan porsi unit penghasil kas yang ditahan.

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**3. SIGNIFICANT ACCOUNTING POLICIES APPLIED
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If the business combination is achieved in stages, any previously held equity interest is remeasured at its acquisition-date fair value and any resulting gain or loss is recognized in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PSAK No. 71, "Financial Instruments", is measured at fair value with the changes in fair value recognized either in profit or loss or other comprehensive income. If the contingent consideration is not within the scope of PSAK No. 71, it is measured in accordance with the appropriate PSAK. Contingent consideration classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred in the case of a bargain purchase, the difference is recognized directly in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination, from the acquisition date, is allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

If goodwill has been allocated to a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the disposed of operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed of in these circumstances is measured based on the relative values of the disposed of operation and the portion of the cash-generating unit retained.

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3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG DITERAPKAN (Lanjutan)

d. Kas dan Setara Kas

Kas dan setara kas terdiri dari saldo kas dan bank, serta deposito berjangka yang jatuh tempo dalam waktu tiga (3) bulan atau kurang sejak tanggal penempatan dan tidak digunakan sebagai jaminan atau dibatasi penggunaannya.

Kas di bank dan deposito berjangka yang dibatasi penggunaannya disajikan sebagai "Kas di Bank yang Dibatasi Penggunaannya". Kas di bank yang dibatasi penggunaannya yang akan digunakan untuk membayar kewajiban jatuh tempo dalam satu (1) tahun, disajikan sebagai bagian dari aset lancar. Rekening bank dan deposito berjangka lainnya yang dibatasi penggunaannya disajikan sebagai aset tidak lancar.

e. Instrumen Keuangan

Efektif 1 Januari 2020, Kelompok Usaha menerapkan PSAK No. 71 (2017) "Instrumen Keuangan", yang mensyaratkan pengaturan instrumen keuangan terkait klasifikasi dan pengukuran, penurunan nilai atas instrumen aset keuangan dan akuntansi lindung nilai.

Sesuai dengan persyaratan transisi pada PSAK No. 71 (2017), Kelompok Usaha memilih penerapan ini secara retrospektif dengan dampak kumulatif pada awal penerapan diakui pada saldo laba tanggal 1 Januari 2020 dan informasi komparatif tidak disajikan kembali.

1. Aset Keuangan

Pengakuan Awal

Aset keuangan pada awalnya diakui sebesar nilai wajarnya ditambah biaya transaksi. Kelompok usaha mengklasifikasikan aset keuangan menjadi: (i) aset keuangan yang diukur dengan biaya perolehan diamortisasi; (ii) aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (FVOCI); dan (iii) aset keuangan yang ditetapkan untuk diukur pada nilai wajar melalui laba rugi (FVTPL). Klasifikasi dan pengukuran aset keuangan harus didasarkan pada bisnis model dan arus kas kontraktual. Kelompok Usaha menentukan klasifikasi aset keuangan tersebut pada pengakuan awal dan tidak melakukan perubahan atas klasifikasi yang telah dibuat.

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3. SIGNIFICANT ACCOUNTING POLICIES APPLIED (Continued)

d. Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and in banks, and time deposits with original maturities within three (3) months or less and not pledged as collateral or restricted in use.

Cash in banks and time deposits, which are restricted in use, are presented as "Restricted Cash in Banks." Restricted cash in banks to be used to pay currently maturing obligations due within one (1) year is presented under current assets. Other bank accounts and time deposits that are restricted in use are presented under non-current assets.

e. Financial Instruments

Effective January 1, 2020, the Group has applied PSAK No. 71 (2017) "Financial Instruments," which sets the requirements in classification and measurement, impairment in value of financial assets and hedging accounting.

In accordance with PSAK No. 71 (2017), the Group has elected to apply this retrospectively with the cumulative effect of initial implementation recognized in retained earnings as of January 1, 2020 and the comparative information is not restated.

1. Financial Assets

Initial Recognition

Financial assets are recognized initially at fair value plus transaction costs. The Group classifies its financial assets in the following categories: (i) financial assets measured at amortized cost; (ii) financial assets at fair value through other comprehensive income (FVOCI) and; (iii) financial assets at fair value through profit or loss (FVTPL). Classification and measurement of financial assets are based on business model and contractual cash flows. The Group determines the classification of its financial assets at initial recognition and does not change the classification already made.

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**3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG
DITERAPKAN (Lanjutan)**

Pengukuran Selanjutnya

- Aset keuangan yang diukur dengan biaya diamortisasi

Aset keuangan diklasifikasikan sebagai aset keuangan yang diukur dengan biaya perolehan diamortisasi dimana aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual. Aset keuangan yang diukur dengan biaya perolehan diamortisasi pada awalnya diakui sebesar nilai wajarnya ditambah dengan biaya-biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

- Aset keuangan yang diukur dengan nilai wajar melalui penghasilan komprehensif lain

Aset keuangan berupa instrumen utang diklasifikasikan sebagai aset keuangan FVOCI jika aset keuangannya dimiliki dalam model bisnis yang tujuannya dicapai dengan mengumpulkan arus kas kontraktual dan menjual aset keuangan.

Untuk aset keuangan berupa instrumen ekuitas dimana Kelompok Usaha memilih opsi FVOCI maka keuntungan dan kerugian dari aset keuangan ini tidak pernah direklasifikasi ke laba rugi.

- Aset keuangan yang diukur dengan nilai wajar melalui laba rugi

Aset keuangan diklasifikasikan sebagai FVTPL jika aset keuangan tersebut tidak memenuhi kriteria sebagai aset keuangan yang diukur dengan biaya perolehan diamortisasi dan FVOCI.

Penurunan Nilai Aset Keuangan

Pada setiap periode pelaporan, Kelompok Usaha menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Kelompok Usaha menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan umur instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian.

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**3. SIGNIFICANT ACCOUNTING POLICIES APPLIED
(Continued)**

Subsequent Measurement

- Financial assets measured at amortized cost

Financial assets are classified as financial assets measured at amortized cost where the financial assets are held within the business model whose objective is to hold financial assets in order to collect contractual cash flows. Financial assets measured at amortized cost are recognised initially at fair value plus transaction costs and subsequently measured at amortized cost using the effective interest rate method.

- Financial assets measured at FVOCI

Financial assets in debt instruments are classified as at FVOCI if they are held in a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

For financial assets in equity instruments where the Group opts for the FVOCI option, gains and losses are never reclassified to profit or loss.

- Financial assets measured at FVTPL

Financial assets are classified as at FVTPL if those financial assets do not meet the criteria for financial assets measured at amortized cost and FVOCI.

Impairment of Financial Assets

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses.

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3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG DITERAPKAN (Lanjutan)

Dalam melakukan penilaian tersebut, Kelompok Usaha membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal, yang mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha yang tidak semestinya pada saat tanggal pelaporan terkait dengan kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan, yang mengindikasikan kenaikan signifikan risiko kredit sejak pengakuan awal.

Kelompok Usaha menerapkan metode yang disederhanakan untuk mengukur kerugian kredit ekspektasian.

Penghentian Pengakuan Aset Keuangan

Kelompok Usaha menghentikan pengakuan aset keuangan jika, dan hanya jika, hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir, atau mengalihkan hak kontraktual untuk menerima arus kas yang berasal dari aset keuangan, atau tetap memiliki hak kontraktual untuk menerima arus kas yang berasal dari aset keuangan namun juga menanggung kewajiban kontraktual untuk membayar arus kas yang diterima tersebut kepada satu atau lebih pihak penerima melalui suatu kesepakatan yang memenuhi persyaratan tertentu. Ketika Kelompok Usaha mengalihkan aset keuangan, maka Kelompok Usaha mengevaluasi sejauh mana Kelompok Usaha tetap memiliki risiko dan manfaat atas kepemilikan aset keuangan tersebut.

2 Liabilitas Keuangan dan Instrumen Ekuitas

Pengakuan Awal

Kelompok Usaha mengklasifikasikan seluruh liabilitas keuangannya pada saat pengakuan awal. Kelompok Usaha memiliki liabilitas keuangan yang diklasifikasikan dalam liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi. Seluruh liabilitas keuangan diakui pada awalnya sebesar nilai wajar dan, dalam hal pinjaman dan utang, termasuk biaya transaksi yang dapat diatribusikan secara langsung.

Pengukuran Selanjutnya

Setelah pengakuan awal, liabilitas keuangan dalam kategori ini selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Amortisasi suku bunga efektif termasuk di dalam biaya keuangan dalam laporan laba rugi.

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To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition, considering reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions, which is indicative of significant increases in credit risk since initial recognition.

The Group applies a simplified approach to measure expected credit loss.

Derecognition of Financial Assets

The Group derecognizes financial assets if, and only if: the contractual rights to the cash flows from the financial asset expire; or the contractual rights to receive the cash flows of the financial asset are transferred; or the contractual rights to receive the cash flows of the financial asset are retained but a contractual obligation is assumed to pay those cash flows to one or more recipients in an arrangement that meets certain conditions. When the Group transfers a financial asset, it evaluates the extent to which it retains the risks and rewards of ownership of the financial asset.

2 Financial Liabilities and Equity Instruments

Initial Recognition

The Group determines the classification of its financial liabilities at initial recognition. The Group has financial liabilities classified into the financial liabilities measured at amortized cost. All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, inclusive of directly attributable transaction costs.

Subsequent Measurement

After initial recognition, financial liabilities in this category are subsequently measured at amortized cost using the effective interest method. The amortization of the effective interest rate is included in finance costs in the profit or loss.

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Penghentian Pengakuan Liabilitas Keuangan

Kelompok Usaha menghentikan pengakuan liabilitas keuangan jika, dan hanya jika, kewajiban Kelompok Usaha dilepaskan, dibatalkan atau kedaluwarsa.

3 Instrumen Derivatif

Instrumen derivatif dicatat pada pengakuan awal sebesar nilai wajar pada tanggal perjanjian derivatif ditandatangani dan diukur kembali setiap akhir periode laporan. Derivatif dicatat sebagai aset keuangan saat nilai wajar positif dan liabilitas keuangan saat nilai wajar negatif.

Derivatif melekat disajikan dengan kontrak utamanya pada laporan posisi keuangan konsolidasian yang mencerminkan penyajian yang memadai atas seluruh arus kas pada masa datang dari instrumen tersebut secara keseluruhan. Derivatif yang melekat pada instrumen keuangan atau kontrak awal diperlakukan sebagai derivatif yang berbeda saat risiko dan karakteristiknya tidak saling berhubungan dengan kontrak utamanya dan kontrak utama tersebut tidak diukur dengan nilai wajar serta perubahan pada nilai wajar diakui dalam laba rugi.

Derivatif disajikan sebagai aset tidak lancar atau liabilitas jangka panjang jika sisa periode jatuh tempo dari instrumen tersebut lebih dari dua belas (12) bulan dan tidak diharapkan untuk direalisasi atau diselesaikan dalam jangka waktu dua belas (12) bulan.

Keuntungan atau kerugian yang timbul dari perubahan nilai wajar instrumen derivatif diakui sebagai laba tahun berjalan, kecuali seluruh persyaratan khusus (contoh, dokumen formal, penetapan dan pengukuran keefektifan transaksi) untuk diakui sebagai "Penghasilan Komprehensif Lainnya" sesuai dengan tipe akuntansi lindung nilai tertentu terpenuhi.

Seluruh instrumen derivatif Kelompok Usaha tidak memenuhi kriteria khusus untuk akuntansi lindung nilai, dan oleh karenanya, tidak ditentukan sebagai transaksi lindung nilai untuk tujuan akuntansi.

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3. SIGNIFICANT ACCOUNTING POLICIES APPLIED *(Continued)*

Derecognition of Financial Liabilities

The Group derecognizes financial liabilities if, and only if, the Group's obligations are discharged, cancelled or expire.

3 Derivative Instruments

Derivative instruments are initially recognized at fair value as at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each end of reporting period. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Embedded derivative is presented with the host contract on the consolidated statements of financial position which represents an appropriate presentation of overall future cash flows for the instrument taken as a whole. Derivatives embedded in other financial instruments or other host contracts are treated as separate derivatives when their risks and characteristics are not closely related to those of the host contracts and the host contracts are not measured at fair value, with changes in fair value recognized in profit or loss.

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than twelve (12) months and it is not expected to be realized or settled within twelve (12) months.

Gains or losses arising from changes in the fair value of the derivative instrument are recognized currently in earnings, unless meeting all the specific requirements (i.e., formal documentation, designation and assessment of the effectiveness of the transaction) to allow deferral as "Other Comprehensive Income" under certain types of hedge accounting.

None of the derivative instruments of the Group meets the specific criteria for hedge accounting, and therefore, are not designated as hedges for accounting purposes.

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4 Saling Hapus Instrumen Keuangan

Aset keuangan dan liabilitas keuangan saling hapus dan jumlah netonya dilaporkan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, saat ini memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui dan terdapat niat untuk menyelesaikannya secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

5 Nilai Wajar dari Instrumen Keuangan

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar di pasar utama (atau pasar yang paling menguntungkan) pada tanggal pengukuran dalam kondisi pasar saat ini (yaitu harga keluar) terlepas apakah harga tersebut dapat diobservasi secara langsung atau diestimasi dengan menggunakan teknik penilaian lain pada tanggal pengukuran.

Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- (a) di pasar utama (*principal market*) untuk aset atau liabilitas tersebut; atau
- (b) jika tidak terdapat pasar utama, di pasar yang paling menguntungkan (*most advantageous market*) untuk aset atau liabilitas tersebut.

Kelompok Usaha mengukur nilai wajar suatu aset atau liabilitas menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomis terbaiknya.

Pengukuran nilai wajar aset nonkeuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomis dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya (*highest and best use*) atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut dalam penggunaan tertinggi dan terbaiknya.

Kelompok Usaha menggunakan teknik penilaian yang sesuai dalam keadaan dan dimana data yang memadai tersedia untuk mengukur nilai wajar, memaksimalkan penggunaan *input* yang dapat diobservasi yang relevan dan meminimalkan penggunaan *input* yang tidak dapat diobservasi.

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4 Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

5 Fair Value of Financial Instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants in the principal (or most advantageous market) at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly observable or estimated using another valuation technique at the measurement date.

A fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- (a) in the principal market for the asset or liability; or*
- (b) in the absence of a principal market, in the most advantageous market for the asset or liability.*

The Group measures the fair value of an asset or a liability using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset at its highest and best use or by selling it to another market participant that would use the asset at its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

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Hirarki nilai wajar dikategorikan dalam tiga (3) level *input* untuk teknik penilaian yang digunakan dalam pengukuran nilai wajar, sebagai berikut:

- (a) *Input* Level 1 - harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran.
- (b) *Input* Level 2 - *input* selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung atau tidak langsung.
- (c) *Input* Level 3 - *input* yang tidak dapat diobservasi untuk aset atau liabilitas.

Untuk aset dan liabilitas yang diakui pada laporan keuangan konsolidasian secara berulang, Kelompok Usaha menentukan apakah terjadi transfer antara Level di dalam hirarki dengan cara mengevaluasi kategori (berdasarkan *input* level terendah yang signifikan dalam pengukuran nilai wajar) setiap akhir periode pelaporan.

Kelompok Usaha menentukan kelas aset dan liabilitas yang sesuai dengan sifat, karakteristik, dan risiko aset dan liabilitas, dan level hirarki nilai wajar dimana pengukuran nilai wajar tersebut dikategorikan.

f. Transaksi Pihak-pihak Berelasi

Kelompok Usaha mengungkapkan transaksi dengan pihak-pihak berelasi. Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Semua transaksi yang signifikan dengan pihak-pihak berelasi, baik yang dilakukan dengan syarat dan kondisi yang sama dengan pihak ketiga ataupun tidak, diungkapkan dalam catatan atas laporan keuangan konsolidasian.

g. Persediaan

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan atau nilai realisasi neto (*the lower of cost or net realizable value*). Biaya perolehan ditentukan dengan metode rata-rata tertimbang. Nilai realisasi neto adalah estimasi harga jual dalam kegiatan usaha biasa dikurangi estimasi biaya penyelesaian dan estimasi biaya yang diperlukan untuk membuat penjualan.

Harga perolehan barang jadi dan barang dalam penyelesaian terdiri dari biaya bahan baku, tenaga kerja langsung, biaya langsung lainnya dan biaya *overhead* produksi (berdasarkan kapasitas normal operasi).

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Fair value hierarchy is categorized into three (3) levels of inputs to valuation techniques used to measure fair value, as follows:

- (a) Level 1 inputs - quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- (b) Level 2 inputs - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- (c) Level 3 inputs - unobservable inputs for the asset or liability.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Group determines appropriate classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability, and the level of the fair value hierarchy within which the fair value measurement is categorized.

f. Transactions with Related Parties

The Group discloses transactions with related parties. The transactions are made based on terms agreed by the parties, whereas such terms may not be the same as those for transactions with unrelated parties.

All significant transactions with related parties whether or not conducted under the same terms and conditions as those with third parties, are disclosed in the notes to the consolidated financial statements.

g. Inventories

Inventories are valued at the lower of cost or net realizable value. Cost is determined using the weighted average method. Net realizable value is the estimated selling price in the ordinary course of business less applicable estimated costs of completion and estimated costs necessary to make the sale.

The cost of finished goods and work in process comprises raw materials, direct labor, other direct costs and related production overheads (based on normal operating capacity).

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Penyisihan persediaan usang ditentukan berdasarkan hasil penelaahan atas keadaan persediaan pada akhir periode pelaporan.

h. Beban Dibayar Dimuka

Beban dibayar dimuka diamortisasi sesuai masa manfaatnya dengan menggunakan metode garis lurus.

i. Investasi pada Entitas Asosiasi dan Pengaturan Bersama

Entitas asosiasi adalah entitas yang mana Kelompok Usaha memiliki pengaruh signifikan dan bukan merupakan entitas anak maupun bagian partisipasi dalam ventura bersama. Pemilikan, secara langsung maupun tidak langsung, 20% atau lebih hak suara *investee* dianggap pemilikan pengaruh signifikan, kecuali dapat dibuktikan dengan jelas hal yang sebaliknya.

Operasi bersama adalah pengaturan bersama yang mengatur bahwa para pihak yang memiliki pengendalian bersama atas pengaturan memiliki hak atas aset, dan kewajiban terhadap liabilitas, terkait dengan pengaturan tersebut. Para pihak tersebut disebut operator bersama.

Ventura bersama adalah pengaturan bersama yang mengatur bahwa para pihak yang memiliki pengendalian bersama atas pengaturan memiliki hak atas aset neto pengaturan tersebut. Para pihak tersebut disebut venturer bersama.

Entitas dengan investasinya pada entitas asosiasi atau ventura bersama mencatat investasinya dengan menggunakan metode ekuitas. Dalam metode ekuitas, investasi pada entitas asosiasi atau ventura bersama pada awalnya diakui sebesar biaya perolehan dan jumlah tercatat tersebut ditambah atau dikurang untuk mengakui bagian investor atas laba rugi *investee* setelah tanggal perolehan.

Selanjutnya, bagian Kelompok Usaha atas laba rugi entitas asosiasi atau ventura bersama, setelah penyesuaian yang diperlukan terhadap dampak penyeragaman kebijakan akuntansi dan eliminasi laba atau rugi yang dihasilkan dari transaksi antara Kelompok Usaha dan entitas asosiasi atau ventura bersama, akan menambah atau mengurangi jumlah tercatat investasi tersebut dan diakui sebagai laba rugi Kelompok Usaha. Penerimaan distribusi dari entitas asosiasi atau ventura bersama mengurangi jumlah tercatat investasi.

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Allowance for inventory obsolescence is provided based on a review of the condition of inventories at the end of the reporting period.

h. Prepaid Expenses

Prepaid expenses are amortized over the periods benefited using the straight-line method.

i. Investments in Associates and Joint Arrangements

An associate is an entity, over which the Group has significant influence but is neither a subsidiary nor an interest in a joint venture. Direct or indirect ownership of 20% or more of the voting power of an investee is presumed to be an ownership of significant influence, unless it can be clearly demonstrated that this is not the case.

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Those parties are called joint operators.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Those parties are called joint venturers.

An entity with investment in an associate or a joint venture accounts for its investment using the equity method. Under the equity method, investment in an associate or joint venture is initially recognized at cost and the carrying amount is increased or decreased to recognize the investor's share of profit or loss of the investee after the date of acquisition.

Subsequently, the Group's share of the profit or loss of the associate or joint venture, after any adjustments necessary to give effect to uniform accounting policies and elimination of profits or losses resulting from transactions between the Group and the associate or joint venture, increases or decreases its carrying amount and is recognized in the Group's profit or loss. Distributions received from the associate or joint venture reduce the carrying amount of the investment.

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Penyesuaian terhadap jumlah tercatat tersebut juga diperlukan jika terdapat perubahan dalam proporsi bagian Kelompok Usaha atas entitas asosiasi atau ventura bersama yang timbul dari penghasilan komprehensif lain dari entitas asosiasi atau ventura bersama. Bagian Kelompok Usaha atas perubahan tersebut diakui dalam penghasilan komprehensif lain dari Kelompok Usaha.

Goodwill yang terkait dengan akuisisi entitas asosiasi atau ventura bersama termasuk dalam jumlah tercatat investasi. *Goodwill* tidak diamortisasi dan dilakukan uji penurunan nilai setiap tahun.

Apabila nilai tercatat investasi telah mencapai nilai nol, kerugian selanjutnya akan diakui hanya jika Kelompok Usaha mempunyai komitmen untuk menyediakan bantuan pendanaan atau menjamin kewajiban entitas asosiasi atau ventura bersama yang bersangkutan.

Jika investasi pada entitas asosiasi menjadi investasi pada ventura bersama atau sebaliknya, maka entitas melanjutkan penerapan metode ekuitas dan tidak mengukur kembali kepentingan yang tersisa.

Perubahan Bagian Kepemilikan

Jika bagian pemilikan Kelompok Usaha pada entitas asosiasi berkurang, namun investasi tersebut tetap sebagai investasi pada entitas asosiasi, maka Kelompok Usaha mereklasifikasi ke dalam laba rugi hanya suatu jumlah proporsional dari keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain.

j. Investasi Jangka Panjang Lain-lain

Investasi dalam bentuk saham dengan kepemilikan kurang dari 20% yang tidak memiliki kuotasi harga di pasar aktif dan nilai wajarnya tidak dapat diukur secara andal, diukur pada biaya perolehan. Jumlah tercatat investasi diturunkan nilainya untuk mengakui penurunan nilai yang bersifat permanen. Setiap penurunan nilai investasi dibebankan langsung pada laba rugi.

k. Aset Tetap

Kelompok Usaha telah memilih untuk menggunakan model biaya sebagai kebijakan akuntansi pengukuran aset tetapnya, kecuali hak atas tanah.

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**3. SIGNIFICANT ACCOUNTING POLICIES APPLIED
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Adjustments to the carrying amount may also be necessary for changes in the Group's proportionate interest in the associate or joint venture arising from changes in the associate's or joint venture's other comprehensive income. The Group's share of those changes is recognized in other comprehensive income of the Group.

Goodwill on acquisition of associate or joint venture is included in the carrying amount of the investment. Goodwill is no longer amortized but annually assessed for impairment.

Once an investment's carrying value has been reduced to zero, further losses are taken up only if the Group has committed to provide financial support to, or has guaranteed the obligations of the associate or joint venture.

If an investment in an associate becomes an investment in a joint venture or vice versa, the entity continues to apply the equity method and does not remeasure the retained interest.

Changes in the Ownership Interests

If the Group's ownership interest in an associate is reduced, but the investment continues to be an associate, the Group reclassifies to profit or loss only a proportionate amount of the gain or loss previously recognized in other comprehensive income.

j. Other Long-Term Investments

Investments in shares of stock with ownership interest of less than 20% that do not have a quoted market price in an active market and whose fair value cannot be reliably measured, are stated at cost. The carrying amount of the investment is written down to recognize a permanent decline in value of the individual investment. Any write-down of investment is charged directly to profit or loss.

k. Fixed Assets

The Group has chosen the cost model as the accounting policy for its fixed assets measurement, except land rights.

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**3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG
DITERAPKAN (Lanjutan)**

Penyusutan dihitung dengan menggunakan metode garis lurus selama masa manfaat aset. Taksiran masa manfaat aset tetap adalah sebagai berikut:

	Tahun / Years
Prasarana tanah	5 - 30
Bangunan dan prasarana	4 - 20
Mesin dan peralatan	5 - 20
Peralatan telekomunikasi	10 - 15
Alat-alat pengangkutan	3 - 20
Perabotan dan peralatan kantor	3 - 10

Masa manfaat aset tetap dan metode penyusutan ditelaah dan disesuaikan, jika sesuai keadaan, pada setiap akhir periode pelaporan.

Tanah dinyatakan sebesar biaya perolehan dan tidak disusutkan.

Kelompok Usaha menganalisa fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan akuntansi untuk masing-masing hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat suatu kejadian atau transaksi ekonomik yang mendasarinya. Jika hak atas tanah tersebut tidak mengalihkan pengendalian atas aset pendasar kepada Kelompok Usaha, melainkan mengalihkan hak untuk menggunakan aset pendasar, Kelompok Usaha menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK No. 73, "Sewa". Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Kelompok Usaha menerapkan PSAK No. 16, "Aset Tetap".

Aset dalam pengerjaan dinyatakan sebesar biaya perolehan dan disajikan sebagai bagian dari "Aset Tetap" dalam laporan posisi keuangan konsolidasian. Akumulasi biaya perolehan akan dipindahkan ke masing-masing akun aset tetap yang bersangkutan dihentikan pada saat aset tersebut selesai dikerjakan dan siap digunakan.

Beban perbaikan dan pemeliharaan dibebankan pada laba rugi pada saat terjadinya; biaya penggantian atau inspeksi yang signifikan dikapitalisasi pada saat terjadinya dan jika besar kemungkinan manfaat ekonomis di masa depan berkenaan dengan aset tersebut akan mengalir ke Kelompok Usaha, dan biaya perolehan aset dapat diukur secara andal. Aset tetap dihentikan pengakuannya pada saat dilepaskan atau ketika tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan aset dimasukkan dalam laba rugi pada periode aset tersebut dihentikan pengakuannya.

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**3. SIGNIFICANT ACCOUNTING POLICIES APPLIED
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Depreciation is calculated on a straight-line basis over the useful lives of the assets. Estimated useful lives of the assets are as follows:

	Tahun / Years	
Land improvements	5 - 30	Land improvements
Buildings and improvements	4 - 20	Buildings and improvements
Machinery and equipment	5 - 20	Machinery and equipment
Telecommunication equipment	10 - 15	Telecommunication equipment
Transportation equipment	3 - 20	Transportation equipment
Office equipment	3 - 10	Office equipment

The fixed assets' useful lives and methods of depreciation are reviewed and adjusted, if appropriated, at each end of reporting period.

Land is stated at cost and is not depreciated.

The Group analyzes the facts and circumstances for each type of land rights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the land rights do not transfer control of the underlying assets to the Group, but gives the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under PSAK No. 73, "Lease". If land rights are substantially similar to land purchases, the Group applies PSAK No. 16, "Fixed Assets".

Assets under construction are stated at cost and presented as part of "Fixed Asset" in the consolidated statements of financial position. The accumulated cost will be reclassified to the appropriate fixed asset accounts and capitalization of these borrowing costs ceases when construction is completed and assets are ready for their intended use.

The cost of repairs and maintenance is charged to profit or loss as incurred; replacement or major inspection costs are capitalized when incurred if it is probable that future economic benefits associated with the item will flow to the Group, and the cost of the item can be reliably measured. An item of fixed assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition of the asset is included in profit or loss in the period in which the asset is derecognized.

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3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG DITERAPKAN *(Lanjutan)*

I. Penurunan Nilai Aset Nonkeuangan

Pada setiap tanggal pelaporan, Kelompok Usaha menilai apakah terdapat indikasi aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, maka Kelompok Usaha mengestimasi jumlah terpulihkan aset tersebut. Jumlah terpulihkan suatu aset atau unit penghasil kas adalah jumlah yang lebih tinggi antara nilai wajar dikurangi biaya pelepasan dan nilai pakainya. Jika jumlah terpulihkan suatu aset lebih kecil dari jumlah tercatatnya, jumlah tercatat aset harus diturunkan menjadi sebesar jumlah terpulihkan. Kerugian penurunan nilai diakui segera dalam laba rugi.

Pembalikan rugi penurunan nilai untuk aset nonkeuangan selain *goodwill*, diakui jika, dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi, kecuali aset yang disajikan pada jumlah revaluasi sesuai dengan PSAK lain. Rugi penurunan nilai yang diakui atas *goodwill* tidak dibalik lagi.

m. Aset Tidak Lancar yang Dimiliki untuk Dijual

Aset tidak lancar dan kelompok lepasan diklasifikasikan sebagai aset dimiliki untuk dijual jika jumlah tercatatnya akan dipulihkan terutama melalui transaksi penjualan daripada melalui pemakaian berlanjut. Kondisi ini dipenuhi jika penjualannya sangat mungkin terjadi dan aset tidak lancar (atau kelompok lepasan) tersebut tersedia untuk segera dijual dalam kondisi kininya. Manajemen harus berkomitmen terhadap rencana penjualan tersebut, yang diharapkan akan diselesaikan dalam satu (1) tahun setelah tanggal klasifikasi.

Jika Kelompok Usaha berkomitmen terhadap rencana penjualan yang mengakibatkan kehilangan pengendalian atas entitas anak, seluruh aset dan liabilitas entitas anak tersebut diklasifikasikan sebagai dimiliki untuk dijual ketika kriteria yang dijelaskan di atas terpenuhi, meskipun setelah penjualan tersebut Kelompok Usaha masih memiliki kepentingan nonpengendalian entitas anak terdahulu.

Aset tidak lancar (atau kelompok lepasan) yang diklasifikasikan sebagai dimiliki untuk dijual diukur pada nilai yang lebih rendah antara jumlah tercatat sebelumnya dan nilai wajar setelah dikurangi biaya untuk menjual.

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3. SIGNIFICANT ACCOUNTING POLICIES APPLIED *(Continued)*

I. Impairment of NonFinancial Assets

The Group evaluates at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the Group estimates the recoverable amount of the asset. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. Whenever the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. The impairment loss is recognized immediately in profit or loss.

Reversal on impairment loss for non-financial assets other than goodwill would be recognized if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal on impairment losses is immediately recognized in profit or loss, except for assets that presented using the revaluation model in accordance with another PSAK. Impairment losses relating to goodwill are not reversed.

m. Non-Current Assets Held for Sale

Non-current assets and disposal groups are classified as assets held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the non-current asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale plan, which should be expected to qualify for recognition as a completed sale within one (1) year from the date of classification.

When the Group is committed to a sale plan involving loss of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale.

Non-current assets (or disposal groups) classified as held for sale are measured at the lower of their previous carrying amount and fair value less costs to sell.

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**3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG
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n. Biaya Pinjaman

Biaya pinjaman, baik yang secara langsung maupun tidak langsung digunakan untuk mendanai suatu proses pembangunan aset tertentu yang memenuhi syarat ("aset kualifikasian"), dikapitalisasi hingga saat proses pembangunannya selesai. Untuk pinjaman yang secara khusus digunakan untuk perolehan aset kualifikasian, jumlah yang dikapitalisasi adalah sebesar biaya pinjaman yang terjadi selama periode berjalan, dikurangi dengan penghasilan investasi jangka pendek dari pinjaman tersebut.

Untuk pinjaman yang tidak secara khusus digunakan untuk perolehan aset kualifikasian, jumlah biaya pinjaman yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi tertentu terhadap pengeluaran untuk aset kualifikasian tersebut.

o. Sewa

Efektif tanggal 1 Januari 2020, Kelompok Usaha menerapkan PSAK No. 73 (2017) "Sewa" yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai sewa operasi. Kebijakan ini berlaku untuk kontrak yang disepakati atau berubah, pada atau setelah 1 Januari 2020.

Penerapan standar ini tidak berdampak terhadap laporan keuangan konsolidasian Kelompok Usaha.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar. Setiap pembayaran sewa dialokasikan antara porsi pelunasan liabilitas dan biaya keuangan. Liabilitas sewa, disajikan sebagai liabilitas jangka panjang kecuali untuk bagian yang jatuh tempo dalam waktu dua belas (12) bulan atau kurang yang disajikan sebagai liabilitas jangka pendek. Unsur bunga dalam biaya keuangan dibebankan ke laba rugi selama masa sewa yang menghasilkan tingkat suku bunga konstan atas saldo liabilitas.

Kelompok Usaha tidak mengakui aset hak guna dan liabilitas sewa untuk:

- (a) sewa jangka-pendek yang memiliki masa sewa dua belas (12) bulan atau kurang; atau
- (b) sewa yang asetnya bernilai rendah. Pembayaran yang dilakukan untuk sewa tersebut dibebankan ke laba rugi dengan dasar garis lurus selama masa sewa.

p. Biaya Pengembangan Proyek

Biaya yang terjadi sehubungan dengan pengembangan proyek ditangguhkan sampai proyek tersebut beroperasi. Biaya pengembangan proyek yang gagal akan dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada saat proyek tersebut dinyatakan gagal.

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**3. SIGNIFICANT ACCOUNTING POLICIES APPLIED
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n. Borrowing Costs

Borrowing costs, either directly or indirectly used in financing the construction of a qualifying asset, are capitalized up to the date when construction is complete. For borrowings that are specific to the acquisition of a qualifying asset, the amount to be capitalized is determined as the actual borrowing costs incurred during the period, less any income earned from the temporary investment of such borrowings.

For borrowings that are not specific to the acquisition of a qualifying asset, the amount to be capitalized is determined by applying a capitalization rate to the amount expensed on the qualifying asset.

o. Leases

Effective January 1, 2020, the Group has applied PSAK No 73 (2017) "Leases," which sets the requirement for the recognition of lease liabilities in relation to leases that had previously been classified as operating leases. This policy is applied to contracts entered into or changed, on or after January 1, 2020.

The adoption of this standard had no impact on the Group's consolidated financial statements.

Lease liabilities are measured at the present value of the lease payments that are not yet paid. Each lease payment is allocated between the liability portion and finance cost. Lease liabilities are classified in long-term liabilities, except for those with maturities of twelve (12) months or less which are included in current liabilities. The interest element of the finance cost is charged to profit or loss over the lease period so as to produce a constant rate of interest on the remaining balance of the liability.

The Group does not recognize right-of-use assets and lease liabilities for:

- (a) short-term leases that have a lease term of twelve (12) months or less; or*
- (b) leases with low-value assets. Payments made under those leases are charged to profit or loss on a straight line basis over the period of the lease.*

p. Project Development Costs

Costs incurred regarding the development of certain projects are deferred until these projects operate. Costs related to unsuccessful projects will be charged to the consolidated statement of profit or loss and other comprehensive income at the time the projects declare failed.

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q. Murabahah

Murabahah adalah transaksi penjualan barang dengan menyatakan harga perolehan dan keuntungan (margin) yang disepakati oleh penjual dan pembeli.

Murabahah pada awalnya diukur pada nilai neto yang dapat direalisasi. Setelah pengakuan, murabahah diukur pada biaya perolehan diamortisasi menggunakan metode tingkat imbal hasil efektif.

r. Musyarakah

Musyarakah adalah akad kerjasama antara dua pihak atau lebih untuk suatu usaha tertentu, dimana masing-masing pihak memberikan kontribusi dana dengan ketentuan bahwa keuntungan dibagi berdasarkan kesepakatan, sedangkan kerugian berdasarkan porsi kontribusi dana.

Musyarakah dinyatakan sebesar saldo pembiayaan.

s. Pengakuan Pendapatan dan Beban

Efektif tanggal 1 Januari 2020, Kelompok Usaha menerapkan PSAK No. 72 (2017) "Pendapatan dari Kontrak dengan Pelanggan". Standar ini menyediakan model lima (5) langkah untuk pengakuan pendapatan untuk diterapkan pada semua kontrak dengan pelanggan. Standar ini juga memberikan panduan spesifik yang mensyaratkan jenis biaya tertentu untuk memperoleh dan/atau memenuhi kontrak yang akan dikapitalisasi dan diamortisasi secara sistematis yang konsisten dengan pengalihan barang atau jasa kepada pelanggan.

Penerapan standar ini tidak berdampak terhadap laporan keuangan konsolidasian Kelompok Usaha.

Pengakuan pendapatan harus memenuhi lima (5) langkah sebagai berikut:

- Mengidentifikasi kontrak dengan pelanggan.
- Mengidentifikasi kewajiban pelaksanaan dalam kontrak.
- Menetapkan harga transaksi.
- Mengalokasikan harga transaksi ke setiap kewajiban pelaksanaan.
- Mengakui pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan yaitu ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut.

Pendapatan dari penjualan barang diakui bila kewajiban pelaksanaan dipenuhi oleh Kelompok Usaha. Pendapatan diukur pada harga transaksi, yaitu jumlah imbalan yang diperkirakan menjadi hak Kelompok Usaha.

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**3. SIGNIFICANT ACCOUNTING POLICIES APPLIED
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q. Murabahah

Murabahah is sales transaction for goods that provides the purchase price and margin agreed by both buyer and seller.

Murabahah are initially measured at net realizable value. After initial recognition, murabahah are measured at amortized cost based on effective rate of return method.

r. Musyarakah

Musyarakah financing is an agreement between two or more parties for a particular business, in which each party contributes funds provided that the profits are divided according to the agreement, while losses are based on the portion of fund contributions.

Musyarakah financing is stated at outstanding balance.

s. Revenues and Expenses Recognition

Effective January 1, 2020, the Group has applied PSAK No 72 (2017) "Revenue from Contracts with Customers." This standard provides a five (5) step model for revenue recognition to be applied to all contracts with customers. This standard also provides specific guidance that requires certain types of costs to obtain and/or fulfill contracts to be capitalized and amortized systematically consistent with the transfer of goods or services to customers.

The adoption of this standard had no impact on the Group's consolidated financial statements.

Revenue recognition has to fulfill five (5) steps as follows:

- Identify the contract with a customer.
- Identify the performance obligations in the contract.
- Determine the transaction price.
- Allocate the transaction price to each performance obligation.
- Recognize revenue when performance obligation is satisfied by transferring promised goods or services to a customer, when the customer obtains control of that goods or services.

Revenue from sale of goods is recognized when the performance obligation is satisfied by the Group. Revenue is measured at the transaction price, which is the amount of consideration to which the Group is estimated to be entitled.

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Pendapatan dari penjualan ekspor diakui pada saat penyerahan barang di atas kapal di pelabuhan pengiriman. Pendapatan dari penjualan domestik diakui pada saat penyerahan barang kepada pelanggan.

Pendapatan jasa diakui ketika jasa diberikan dan kewajiban pelaksanaan dipenuhi oleh Kelompok Usaha berdasarkan kesepakatan dengan pelanggan. Bila besar kemungkinan terjadi bahwa total biaya kontrak akan melebihi total pendapatan kontrak, taksiran rugi segera diakui sebagai beban periode berjalan.

Pendapatan diterima dimuka

Pendapatan sewa dan jasa ditagihkan dimuka berdasarkan kontrak. Tagihan yang belum diakui sebagai pendapatan pada tanggal pelaporan dicatat sebagai "Pendapatan Ditangguhkan" dalam komponen liabilitas jangka pendek pada laporan posisi keuangan konsolidasian.

Pendapatan lain-lain

Pendapatan jasa lainnya diakui pada saat penyerahan jasa tersebut.

Pengakuan beban

Beban diakui pada saat terjadinya (basis akrual).

t. Imbalan Kerja

Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek merupakan kompensasi yang diberikan oleh Kelompok Usaha seperti gaji, tunjangan, bonus dan pembayaran manfaat pensiun, yang diakui pada saat terutang kepada karyawan.

Imbalan Pascakerja

Kelompok Usaha menentukan liabilitas imbalan pascakerja sesuai dengan Undang-undang Ketenagakerjaan No.13/2003 ("Undang-Undang") tanggal 25 Maret 2003. PSAK No. 24 mensyaratkan entitas menggunakan metode "Projected Unit Credit" untuk menentukan nilai kini kewajiban imbalan pasti, biaya jasa kini terkait, dan biaya jasa lalu.

Perusahaan dan Entitas Anak tertentu yang berdomisili di Indonesia menyelenggarakan program pensiun manfaat pasti untuk seluruh karyawan tetap yang memenuhi syarat.

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3. SIGNIFICANT ACCOUNTING POLICIES APPLIED (Continued)

Revenues from export sales are recognized when the goods are shipped. Revenues from domestic sales are recognized when the goods are delivered to the customers.

Revenue from services is recognized when services are rendered and performance obligation is satisfied by the Group based on the arrangement with the customer. When it is probable that total contract costs will exceed total contract revenue, the expected loss is immediately recognized as current period expense.

Unearned revenue

Revenue from rent and services are invoiced in advance based on agreements. Unrecognized revenue as of the reporting date is recorded as "Unearned Revenue" in the short-term liabilities section in the consolidated statements of financial position.

Other revenue

Revenues from other services are recognized when the services are rendered.

Expenses recognition

Expenses are recognized when incurred (accrual basis).

t. Employee Benefits

Short-term Employee Benefits

Short-term employee benefits represent compensation provided by the Group such as salaries, allowance, bonus and pension contribution paid, which are recognized when they accrue to the employees.

Post-employment Benefits

The Group determines its post-employment benefits liability under the Labor Law No. 13/2003 dated March 25, 2003 (the "Law"). PSAK No. 24 requires the present value of the defined benefit obligation, the related current service cost, and past service cost to be determined using the "Projected Unit Credit" method.

The Company and certain domestic Subsidiaries domiciled in Indonesia have defined retirement benefit plans, covering substantially all of their eligible permanent employees.

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Kewajiban menurut Undang-undang dihitung dengan membandingkan imbalan yang akan diterima oleh karyawan pada usia pensiun normal melalui program pensiun dengan imbalan yang dihitung berdasarkan Undang-undang setelah dikurangi akumulasi iuran karyawan dan hasil pengembangannya. Jika bagian iuran yang didanai Perusahaan dan Entitas Anak melalui program pensiun kurang dari imbalan yang diwajibkan menurut Undang-undang, Kelompok Usaha akan melakukan penyisihan atas kekurangannya.

Ketika entitas memiliki surplus dalam program imbalan pasti, maka entitas mengukur aset imbalan pasti pada jumlah yang lebih rendah antara surplus program imbalan pasti dan batas atas aset yang ditentukan dengan menggunakan tingkat diskonto.

Entitas mengakui komponen biaya imbalan pasti, kecuali SAK mensyaratkan atau mengizinkan biaya tersebut sebagai biaya perolehan aset, sebagai berikut:

- (a) biaya jasa dalam laba rugi;
- (b) bunga neto atas liabilitas (aset) imbalan pasti neto dalam laba rugi; dan
- (c) pengukuran kembali liabilitas (aset) imbalan pasti neto dalam penghasilan komprehensif lain.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang diakui dalam penghasilan komprehensif lain tidak direklasifikasi ke laba rugi pada periode berikutnya. Akan tetapi, entitas dapat mengalihkan jumlah yang diakui sebagai penghasilan komprehensif lain tersebut pada pos lain dalam ekuitas.

Pengukuran kembali liabilitas (aset) imbalan pasti neto terdiri atas:

- (a) keuntungan dan kerugian aktuarial;
- (b) imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset) imbalan pasti neto; dan
- (c) setiap perubahan dampak batas atas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset) imbalan pasti neto.

Entitas mengakui biaya jasa lalu sebagai beban pada tanggal yang lebih awal antara ketika amandemen atau kurtailmen program terjadi dan ketika entitas mengakui biaya restrukturisasi terkait atau pesangon.

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**3. SIGNIFICANT ACCOUNTING POLICIES APPLIED
(Continued)**

The obligation for the Law has been calculated by comparing the benefit that will be received by an employee at normal pension age from the pension plan with the benefit as stipulated under the Law after deduction of accumulation of employee contribution and the related investment results. If the employer funded portion of the pension plan benefit is less than the benefit as required by the Law, the Group will provide for such shortage.

When an entity has a surplus in a defined benefit plan, it measures the defined benefit asset at the lower amount between the surplus of defined benefit plan and the upper limit on assets determined using a discount rate.

An entity recognizes the components of defined benefit cost, except SAK requires or permits such costs as the acquisition cost of the asset, as follows:

- (a) service cost in profit or loss;
- (b) net interest on net liability (asset) of defined benefit in profit or loss; and
- (c) remeasurement of the net liability (asset) of defined benefit in other comprehensive income.

Remeasurement on net liability (asset) of defined benefit recognized in other comprehensive income is not reclassified to profit or loss in subsequent periods. However, the entity may transfer the amounts recognized as other comprehensive income in another account in equity.

Remeasurement of the net liability (asset) of defined benefit consists of:

- (a) actuarial gains and losses;
- (b) return on plan assets, excluding amounts included in net interest on the net defined benefit liability (asset); and
- (c) any change in the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability (asset).

The entity recognizes past service cost as an expense at the earlier of when the amendments or curtailment of program occurs and when the entity recognizes related restructuring costs or severances.

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3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG DITERAPKAN (Lanjutan)

Kelompok Usaha mengakui keuntungan atau kerugian atas penyelesaian program imbalan pasti pada saat penyelesaian terjadi. Kurtailmen terjadi ketika entitas mengurangi secara signifikan jumlah pekerja yang ditanggung oleh program atau mengubah ketentuan program imbalan pasti sehingga unsur yang signifikan dari jasa masa depan karyawan saat ini tidak lagi memenuhi syarat atas imbalan, atau akan memenuhi syarat hanya untuk imbalan yang dikurangi.

Kurtailmen dapat terjadi karena suatu peristiwa yang berdiri sendiri, seperti penutupan pabrik, penghentian operasi, atau terminasi atau penghentian program. Sebelum menentukan biaya jasa lalu, atau keuntungan dan kerugian atas penyelesaian, Kelompok Usaha mengukur kembali liabilitas (aset) imbalan pasti neto menggunakan nilai wajar kini dari aset program dan asumsi aktuarial kini (termasuk suku bunga pasar dan harga pasar kini yang lain) yang mencerminkan imbalan yang ditawarkan dalam program sebelum amandemen, kurtailmen, atau penyelesaian program.

Imbalan Kerja Jangka Panjang Lainnya

Perhitungan imbalan kerja jangka panjang lainnya ditentukan dengan menggunakan metode *Projected Unit Credit*. Jumlah diakui sebagai liabilitas untuk imbalan kerja jangka panjang lainnya di laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti.

u. Transaksi dan Saldo dalam Mata Uang Asing

Transaksi dalam mata uang asing dijabarkan ke dalam mata uang fungsional dengan kurs yang berlaku pada saat transaksi dilakukan. Pada akhir periode pelaporan, aset dan liabilitas moneter dalam mata uang asing disesuaikan ke dalam mata uang fungsional menggunakan kurs tengah yang ditetapkan oleh Bank Indonesia pada tanggal terakhir transaksi perbankan pada periode tersebut. Keuntungan atau kerugian yang timbul dari penyesuaian kurs maupun penyelesaian aset dan liabilitas moneter dalam mata uang asing tersebut dikreditkan atau dibebankan sebagai laba rugi periode berjalan.

Untuk tujuan penyajian laporan keuangan konsolidasian dari Entitas Anak dan Entitas Asosiasi yang mata uang fungsionalnya bukan Rupiah pada tanggal pelaporan, aset dan liabilitas dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs pada tanggal pelaporan, sedangkan pendapatan dan beban dijabarkan dengan menggunakan kurs rata-rata pada periode yang bersangkutan. Penyesuaian selisih kurs karena penjabaran tersebut disajikan sebagai bagian dari penghasilan komprehensif lain.

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3. SIGNIFICANT ACCOUNTING POLICIES APPLIED (Continued)

The Group recognizes gains or losses on the settlement of a defined benefit plan when such occurs. A curtailment occurs when an entity make a material reduction in the number of employees covered by a plan or amends the terms of a defined benefit plan so that a significant element of future service by current employees will no longer qualify for benefits, or will qualify only for reduced benefits.

A curtailment may arise from an isolated event, such as the closing of a plant, discontinuance of an operation or termination or suspension of a plan. Before determining the past service cost, or gains and losses on the settlement, the Group shall remeasure the net liability (asset) of defined benefit using current fair value of plan assets and current actuarial assumptions (including current market interest rates and other current market prices) that reflects the rewards offered in the program prior to amendment, curtailment or settlement program.

Other Long-term Employee Benefits

The costs of providing other long-term benefits is determined using the *Projected Unit Credit* method. The provision for long-term employee benefits recognized in the consolidated statement of financial position represents the present value of the defined benefit obligation.

u. Foreign Currency Transactions and Translation

Transactions in foreign currencies are translated into functional currency at the rates of exchange prevailing at the time the transactions are made. At the end of reporting period, monetary assets and liabilities denominated in foreign currencies are adjusted to functional currency to reflect the middle exchange rate published by Bank Indonesia at the last banking transaction date of the period. Gains or losses resulting from such adjustment or settlement of each monetary asset and liability denominated in foreign currencies are credited or charged as current period profit or loss.

For consolidation purposes of Subsidiaries and Associates for which Rupiah is not their functional currency, assets and liabilities at the reporting date are translated into Rupiah using the exchange rates at reporting date, while revenues and expenses are translated at the average rates of exchange for the period. The resulting translation adjustments are presented as part of other comprehensive income.

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**3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG
DITERAPKAN (Lanjutan)**

Kurs penutup yang digunakan pada tanggal
31 Desember 2020 dan 2019 adalah sebagai berikut:

	2020	2019
Pound Sterling	19.086	18.250
Euro	17.330	15.589
Dolar Amerika Serikat	14.105	13.901
Dolar Singapura	10.644	10.321
Dolar Australia	10.771	9.739
Rupiah India	193	205
Yen Jepang	136	128

v. Perpajakan

(1) Pajak Penghasilan

Beban pajak kini ditetapkan berdasarkan taksiran
laba kena pajak periode berjalan.

Pajak penghasilan dalam laba rugi periode
berjalan terdiri dari pajak kini dan tangguhan.
Pajak penghasilan diakui dalam laba rugi, kecuali
untuk transaksi yang berhubungan dengan
transaksi yang diakui langsung dalam ekuitas atau
penghasilan komprehensif lain, dalam hal ini
diakui dalam ekuitas atau penghasilan
komprehensif lain.

Aset pajak kini dan liabilitas pajak kini dilakukan
saling hapus jika, dan hanya jika, entitas memiliki
hak yang dapat dipaksakan secara hukum untuk
melakukan saling hapus jumlah yang diakui; dan
memiliki intensi untuk menyelesaikan dengan
dasar neto, atau merealisasikan aset dan
menyelesaikan liabilitas secara bersamaan.

Aset dan liabilitas pajak tangguhan diakui atas
perbedaan temporer antara aset dan liabilitas
untuk tujuan komersial dan tujuan perpajakan
setiap tanggal pelaporan. Aset pajak tangguhan
diakui untuk seluruh perbedaan temporer yang
boleh dikurangkan sepanjang besar kemungkinan
perbedaan temporer yang boleh dikurangkan
tersebut dapat dimanfaatkan untuk mengurangi
laba kena pajak pada masa yang akan datang.
Manfaat pajak di masa mendatang, seperti saldo
rugi fiskal yang belum digunakan, diakui sejauh
besar kemungkinan realisasi atas manfaat pajak
tersebut.

Aset dan liabilitas pajak tangguhan diukur pada
tarif pajak yang diharapkan akan digunakan pada
periode ketika aset direalisasi atau ketika liabilitas
dilunasi berdasarkan tarif pajak (dan peraturan
perpajakan) yang berlaku atau secara substansial
telah diberlakukan pada akhir periode pelaporan.

**3. SIGNIFICANT ACCOUNTING POLICIES APPLIED
(Continued)**

The closing exchange rates used as of December 31,
2020 and 2019 are as follows:

		Pound Sterling
		Euro
		US Dollar
		Singapore Dollar
		Australian Dollar
		Indian Rupee
		Japanese Yen

v. Taxation

(1) Income Taxes

Current tax expense is provided based on the
estimated taxable profit for the period.

Income tax in profit or loss for the period
comprises current and deferred tax. Income tax is
recognized in profit or loss, except to the extent
that it relates to items recognized directly in equity
or other comprehensive income in which case it is
recognized in equity or other comprehensive
income.

Current tax assets and current tax liabilities are
offset if, and only if, the entity has a legally
enforceable right to set off the recognized
amounts; and intends either to settle on a net
basis, or to realize the asset and settle the liability
simultaneously.

Deferred tax assets and liabilities are recognized
for temporary differences between the financial
and tax bases of assets and liabilities at each
reporting date. Deferred tax assets are recognized
for all deductible temporary differences to the
extent that it is probable that sufficient future
taxable profit will be available against which the
deductible temporary difference can be utilized.
Future tax benefits, such as the carryforward of
unused tax losses, are also recognized to the
extent that realization of such benefits is probable.

Deferred tax assets and liabilities are measured at
the tax rates that are expected to apply to the
period when the asset is realized or the liability is
settled, based on tax rates (and tax laws) that
have been enacted or substantively enacted at the
end of reporting period.

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3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG DITERAPKAN (Lanjutan)

Aset pajak tangguhan dan liabilitas pajak tangguhan dilakukan saling hapus jika, dan hanya jika, entitas memiliki hak secara hukum untuk saling hapus aset pajak kini terhadap liabilitas pajak kini, dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan atas entitas kena pajak, yang sama atau entitas kena pajak berbeda yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan yang mana jumlah signifikan atas aset atau liabilitas pajak tangguhan diharapkan diselesaikan atau dipulihkan.

Perubahan terhadap kewajiban perpajakan diakui pada saat penetapan pajak diterima dan/atau, jika Kelompok Usaha mengajukan keberatan dan/atau banding, pada saat keputusan atas keberatan dan/atau banding telah ditetapkan.

(2) Aset dan Liabilitas Pengampunan Pajak

Kelompok Usaha menerapkan PSAK No. 70 (2016), "Akuntansi Aset dan Liabilitas Pengampunan Pajak". PSAK ini mengatur perlakuan akuntansi atas aset dan liabilitas pengampunan pajak sesuai dengan Undang-Undang No. 11/2016 tentang Pengampunan Pajak ("UU Pengampunan Pajak"), yang berlaku efektif tanggal 1 Juli 2016.

PSAK No. 70 memberikan pilihan kebijakan dalam pengakuan awal aset atau liabilitas yang timbul dari pelaksanaan UU Pengampunan Pajak, yaitu dengan mengikuti SAK yang relevan menurut sifat aset dan/atau liabilitas yang diakui (PSAK No. 70 Par. 06) atau mengikuti ketentuan yang diatur dalam PSAK No. 70 paragraf 10 hingga 23 (Pendekatan Opsional). Keputusan yang dibuat oleh entitas harus konsisten untuk semua aset dan liabilitas pengampunan pajak yang diakui.

Aset pengampunan pajak diakui sebesar biaya perolehan berdasarkan Surat Keterangan Pengampunan Pajak (SKPP). Liabilitas pengampunan pajak diakui sebesar kewajiban kontraktual untuk menyerahkan kas untuk menyelesaikan kewajiban yang berkaitan langsung dengan perolehan aset pengampunan pajak.

Kelompok Usaha mengakui selisih antara aset pengampunan pajak dan liabilitas pengampunan pajak sebagai bagian dari tambahan modal disetor di ekuitas. Selisih tersebut tidak dapat diakui sebagai laba atau rugi direalisasi maupun direklasifikasi ke saldo laba.

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3. SIGNIFICANT ACCOUNTING POLICIES APPLIED (Continued)

Deferred tax assets and deferred tax liabilities are offset if, and only if, the entity has a legally enforceable right to set off current tax assets against current tax liabilities, and the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity, or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Amendments to tax obligations are recorded when an assessment is received and/or, if objected to and/or appealed against by the Group, when the result of the objection and/or appeal is determined.

(2) Assets and Liabilities under Tax Amnesty

The Group applies PSAK No. 70 (2016), "Accounting for Tax Amnesty Assets and Liabilities". This PSAK provides accounting treatment for assets and liabilities from Tax Amnesty in accordance with Law No. 11/2016 about Tax Amnesty ("Tax Amnesty Law"), which became effective on July 1, 2016.

PSAK No. 70 provides options in the initial recognition of the assets or liabilities arising from the implementation of the Tax Amnesty Law, whether to follow the relevant existing SAK according to the nature of the assets and/or liabilities recognized (PSAK No. 70 Par. 06) or to follow the provisions stated in PSAK No. 70 paragraphs 10 to 23 (Optional Approach). The decision made by the entity must be consistent for all recognized tax amnesty assets and/or liabilities.

Tax amnesty assets are measured at acquisition cost based on Tax Amnesty Acknowledgement Letter (SKPP). Tax amnesty liabilities are measured at contractual obligation to deliver cash to settle the obligations directly related to the acquisition of tax amnesty assets.

The Group shall recognize the difference between assets and liabilities of tax amnesty as part of additional paid-in capital in equity. This difference shall not be recycled to profit or loss or reclassified to retained earnings subsequently.

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**3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG
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Kelompok Usaha telah memilih untuk mengukur kembali aset dan liabilitas pengampunan pajak berdasarkan nilai wajar sesuai dengan SAK pada tanggal SKPP. Selisih pengukuran kembali antara nilai wajar tersebut dengan biaya perolehan yang telah diakui sebelumnya, disesuaikan dalam saldo "Tambahan modal disetor".

Setelah Kelompok Usaha melakukan pengukuran kembali aset dan liabilitas pengampunan pajak pada nilai wajar sesuai SAK, Kelompok Usaha mereklasifikasi aset dan liabilitas pengampunan pajak tersebut ke dalam pos aset dan liabilitas serupa.

**w. Selisih Nilai Transaksi Entitas dengan
Sepengendali**

Kombinasi bisnis entitas sepengendali dicatat berdasarkan PSAK No. 38, "Kombinasi Bisnis Entitas Sepengendali", dengan menggunakan metode penyatuan kepemilikan. Selisih antara harga pengalihan dengan nilai buku dicatat dalam akun "Selisih Nilai Transaksi dengan Entitas Sepengendali" dan disajikan sebagai bagian dari akun "Tambahan Modal Disetor" dalam laporan posisi keuangan konsolidasian.

x. Laba atau Rugi per Saham

Laba atau rugi per saham dasar dihitung dengan membagi laba atau rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk, dengan jumlah rata-rata tertimbang saham biasa yang beredar, dalam suatu periode.

Laba atau rugi per saham dilusi dihitung dengan membagi laba atau rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk, dengan jumlah rata-rata tertimbang saham yang beredar, atas dampak dari semua efek yang mempunyai potensi saham biasa yang bersifat dilutif.

y. Provisi dan Kontinjensi

Provisi diakui jika Kelompok Usaha memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

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The Group has opted to remeasure its tax amnesty assets and liabilities to their fair value according to SAK on the date of the SKPP. The difference between the aforementioned fair values with the acquisition cost initially recognized is adjusted to "Additional paid-in capital".

After the Group remeasured its tax amnesty assets and liabilities to its fair value according to SAK, the Group reclassified the tax amnesty assets and liabilities into similar line items of assets and liabilities.

**w. Difference in Value from Transaction with Entities
Under Common Control**

Business combination under common control is recorded in accordance with PSAK No. 38, "Business Combination Under Common Control," by using the pooling of interest method. The difference between the transfer price and the book value is recorded as "Difference in Value from Transaction with Entities Under Common Control" and presented as part of "Additional Paid-in Capital" account in the consolidated statement of financial position.

x. Earning or Loss per Share

Basic earnings or losses per share are calculated by dividing profits or losses attributable to ordinary equity holders of the parent entity, by the weighted average number of ordinary shares outstanding, during the period.

Diluted earnings or losses per share are calculated by dividing profits or losses attributable to ordinary equity holders of the parent entity, by the weighted average number of shares outstanding, for the effects of all dilutive potential ordinary shares.

y. Provisions and Contingencies

Provisions are recognized when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

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Provisi ditelaah pada setiap akhir periode pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

Aset dan liabilitas kontinjensi tidak diakui dalam laporan keuangan konsolidasian. Liabilitas kontinjensi diungkapkan dalam laporan keuangan konsolidasian, kecuali arus keluar sumber daya yang mengandung manfaat ekonomi kemungkinannya kecil. Aset kontinjensi diungkapkan dalam laporan keuangan konsolidasian jika terdapat kemungkinan besar arus masuk manfaat ekonomis akan diperoleh.

z. Dividen

Pembagian dividen final diakui sebagai liabilitas ketika dividen tersebut disetujui Rapat Umum Pemegang Saham Perusahaan. Pembagian dividen diakui sebagai liabilitas ketika dividen disetujui berdasarkan keputusan rapat Direksi sesuai dengan Anggaran Dasar Perusahaan.

aa. Informasi Segmen

Entitas mengungkapkan informasi yang memungkinkan pengguna laporan keuangan untuk mengevaluasi sifat dan dampak keuangan dari aktivitas bisnis dan menggunakan "pendekatan manajemen" dalam menyajikan informasi segmen menggunakan dasar yang sama seperti halnya pelaporan internal. Segmen operasi dilaporkan dengan cara yang konsisten dengan pelaporan internal yang disampaikan kepada pengambil keputusan operasional. Dalam hal ini pengambil keputusan operasional yang mengambil keputusan strategis adalah Direksi.

bb. Kuasi-Reorganisasi

Sesuai dengan PSAK No. 51 (Revisi 2003), kuasi-reorganisasi merupakan prosedur akuntansi yang mengatur entitas merestrukturisasi ekuitasnya dengan mengeliminasi defisit dan menilai kembali seluruh aset dan liabilitas pada nilai wajar. Dengan melakukan prosedur ini, entitas diharapkan dapat melanjutkan usahanya seperti baru, dengan laporan posisi keuangan yang menunjukkan posisi keuangan yang lebih baik tanpa defisit dari masa lampau.

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Provisions are reviewed at each end of reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

Contingent assets and liabilities are not recognized in the consolidated financial statements. Contingent liabilities are disclosed in the consolidated financial statements, unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are disclosed in the consolidated financial statements where an inflow of economic benefits is probable.

z. Dividends

Final dividend distributions are recognized as a liability when the dividends are approved in the General Meeting of the Company's Shareholders. Dividend distributions are recognized as a liability when the dividends are approved based on a Board of Directors' resolution in accordance with the Company's Articles of Association.

aa. Segment Information

Entities disclose information that enable users of the financial statements to evaluate the nature and financial effects of the business activities and use "management approach" under which segment information is presented on the same basis as that used for internal reporting purposes. Operating segment is reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker has been identified as the Board of Directors that makes strategic decisions.

bb. Quasi-Reorganization

Pursuant to PSAK No. 51 (Revised 2003), a quasi-reorganization is an accounting procedure that enables an entity to restructure its equity by eliminating its deficit and reappraising all of its assets and liabilities. By this procedure, the entity is expected to continue its business as if it was a fresh start, with a statement of financial position showing a better financial position with no past deficit.

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**3. KEBIJAKAN AKUNTANSI SIGNIFIKAN YANG
DITERAPKAN (Lanjutan)**

Nilai wajar aset dan liabilitas ditentukan berdasarkan nilai pasar. Bila nilai pasar tidak tersedia, estimasi nilai wajar didasarkan pada informasi terbaik yang tersedia. Estimasi nilai wajar dilakukan dengan mempertimbangkan harga aset sejenis dan teknik penilaian yang paling sesuai dengan karakteristik aset dan liabilitas yang bersangkutan, antara lain, metode nilai kini dan arus kas diskonto.

Sesuai dengan PSAK tersebut, eliminasi atas saldo defisit terhadap akun-akun ekuitas dilakukan melalui urutan prioritas sebagai berikut:

- a) cadangan umum;
- b) cadangan khusus;
- c) selisih penilaian aset dan liabilitas dan selisih penilaian yang sejenisnya;
- d) tambahan modal disetor dan sejenisnya; dan
- e) modal saham.

Selain itu, berdasarkan PSAK No. 38 (Revisi 2012), saldo akun Selisih Nilai Transaksi Restrukturisasi Entitas Sepengendali dapat berubah pada saat adanya peristiwa kuasi-reorganisasi dan dapat digunakan untuk mengeliminasi atau menambah saldo laba negatif.

Seperti yang dijelaskan pada Catatan 45, Perusahaan melakukan kuasi-reorganisasi pada tanggal 30 Juni 2011 mengikuti persyaratan dari PSAK di atas.

**4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG
PENTING**

Penyusunan laporan keuangan konsolidasian, sesuai dengan Standar Akuntansi Keuangan di Indonesia, mewajibkan manajemen untuk membuat estimasi dan pertimbangan yang memengaruhi jumlah-jumlah yang dilaporkan dalam laporan keuangan. Sehubungan dengan adanya ketidakpastian yang melekat dalam membuat estimasi, hasil sebenarnya yang dilaporkan di masa mendatang dapat berbeda dengan jumlah estimasi yang dibuat.

Kelompok Usaha mendasarkan estimasi dan pertimbangannya pada parameter yang tersedia pada saat laporan keuangan disusun. Situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi diluar kendali Kelompok Usaha. Perubahan tersebut dicerminkan dalam pertimbangan terkait pada saat terjadinya.

Estimasi dan pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Kelompok Usaha yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian:

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**3. SIGNIFICANT ACCOUNTING POLICIES APPLIED
(Continued)**

The fair values of assets and liabilities are determined based on market values. If the market value is unavailable, the estimated fair value is determined using the best information available. The estimates of the fair values put into consideration prices of the similar type of assets and a valuation technique most suitable to the characteristics of the related assets and liabilities, among others, present value method and discounted cash flows method.

According to PSAK, the elimination of deficit is applied against equity accounts in the order of priority as follows:

- a) general reserve;
- b) special reserve;
- c) revaluation increment on assets and liabilities and other revaluation increments;
- d) additional paid-in capital and the similar accounts; and
- e) share capital.

In addition, under PSAK No. 38 (Revised 2012), the account balance of Difference in Restructuring Transactions of Entities under Common Control is subject to change at the time of quasi-reorganization and can be used to eliminate or increase deficit.

As discussed in Note 45, the Company conducted quasi-reorganization as of June 30, 2011 following the provisions of the above PSAK.

**4. CRITICAL ACCOUNTING ESTIMATES AND
JUDGMENTS**

The preparation of consolidated financial statements, in conformity with Indonesian Financial Accounting Standards, requires management to make estimations and judgments that affect amounts reported therein. Due to the inherent uncertainty in making estimates, actual results reported in future periods may differ from those estimates.

The Group based its estimations and judgments on parameters available when the financial statements are prepared. Existing circumstances about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the judgments as they occur.

The following estimations and judgments made by management in the process of applying the Group's accounting policies have the most significant effects on the amounts recognized in the consolidated financial statements:

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**4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG
PENTING (Lanjutan)**

Menentukan mata uang fungsional

Faktor-faktor yang dipertimbangkan dalam menentukan mata uang fungsional Perusahaan dan masing-masing Entitas Anak termasuk, antara lain, mata uang:

- yang paling memengaruhi harga jual barang dan jasa;
- dari negara yang kekuatan persaingan dan peraturannya sebagian besar menentukan harga jual barang dan jasa entitas;
- yang paling memengaruhi biaya tenaga kerja, bahan baku, dan biaya lain dari pengadaan barang atau jasa;
- yang mana dana dari aktivitas pendanaan dihasilkan, dan
- yang mana penerimaan dari aktivitas operasi pada umumnya ditahan.

Berdasarkan substansi ekonomis dari kondisi yang sesuai dengan Kelompok Usaha, mata uang fungsional telah ditentukan berupa Rp, karena hal ini berkaitan dengan fakta bahwa mayoritas bisnis Kelompok Usaha dipengaruhi oleh lingkungan ekonomi utama dimana Kelompok Usaha beroperasi dan harga jual barang dalam mata uang Rp.

Menentukan klasifikasi aset dan liabilitas keuangan

Kelompok Usaha menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan apakah definisi yang ditetapkan PSAK No. 71 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Kelompok Usaha seperti diungkapkan pada Catatan 3.

Menentukan nilai wajar dan perhitungan biaya perolehan diamortisasi dari instrumen keuangan

Kelompok Usaha mencatat aset dan liabilitas keuangan tertentu pada nilai wajar dan pada biaya perolehan diamortisasi, yang mengharuskan penggunaan estimasi akuntansi. Sementara komponen signifikan atas pengukuran nilai wajar dan asumsi yang digunakan dalam perhitungan biaya perolehan diamortisasi ditentukan menggunakan bukti objektif yang dapat diverifikasi, jumlah nilai wajar atau amortisasi dapat berbeda bila Kelompok Usaha menggunakan metodologi penilaian atau asumsi yang berbeda. Perubahan tersebut dapat memengaruhi secara langsung laba rugi Kelompok Usaha. Penjelasan lebih rinci diungkapkan dalam Catatan 43.

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**4. CRITICAL ACCOUNTING ESTIMATES AND
JUDGMENTS (Continued)**

Determining functional currency

The factors considered in determining the functional currency of the Company and each of its Subsidiary include, among others, the currency:

- that mainly influences sales prices for goods and services;
- of the country whose competitive forces and regulations mainly determine the sales prices of its goods and services;
- that mainly influences labor, material and other costs of providing goods or services;
- in which funds from financing activities are generated; and
- in which receipts from operating activities are usually retained.

Based on the economic substance of the underlying circumstances relevant to the Group, the functional currency has been determined to be Rp, as this reflects the fact that majority of the Group's businesses are influenced by primary economic environment in which the Group operates and sales prices for goods are in Rp currency.

Determining classification of financial assets and financial liabilities

The Group determines the classification of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in PSAK No. 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies as disclosed in Note 3.

Determining fair value and calculation of cost amortization of financial instruments

The Group records certain financial assets and liabilities at fair values and at amortized costs, which require the use of accounting estimates. While significant components of fair value measurement and assumptions used in the calculation of cost amortization are determined using verifiable objective evidence, the fair value or amortization amount would differ if the Group utilized different valuation methodology or assumptions. Such changes would directly affect the Group's profit or loss. Further details were disclosed in Note 43.

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**4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG
PENTING (Lanjutan)**

Menentukan penyisihan kerugian kredit ekspektasian
atas piutang usaha

Kelompok Usaha menggunakan matriks provisi untuk menghitung kerugian kredit ekspektasian untuk piutang usaha. Tingkat provisi didasarkan pada piutang yang telah jatuh tempo dengan pengelompokan berbagai segmen pelanggan yang memiliki pola yang sama (seperti: letak geografis, jenis produk serta jenis dan peringkat pelanggan).

Matriks provisi pada awalnya didasarkan pada tingkat gagal bayar historis yang diobservasi oleh Kelompok Usaha. Kelompok Usaha menyesuaikan pengalaman kerugian kredit historis dengan informasi masa depan. Misalnya, jika perkiraan kondisi ekonomi diperkirakan akan memburuk selama setahun ke depan yang dapat menyebabkan peningkatan jumlah gagal bayar, pada setiap tanggal pelaporan, tingkat gagal bayar historis yang diobservasi diperbarui dan perubahan perkiraan masa depan dianalisis oleh Kelompok Usaha.

Jumlah kerugian kredit ekspektasian sensitif terhadap perubahan keadaan dan perkiraan kondisi ekonomi. Pengalaman kerugian kredit historis Kelompok Usaha dan perkiraan kondisi ekonomi juga tidak dapat mewakili gagal bayar aktual pelanggan di masa depan. Rincian lebih lanjut diungkapkan di Catatan 7 dan 8.

Menilai jumlah terpulihkan dari aset nonkeuangan

Penyisihan penurunan nilai pasar dan keusangan persediaan diestimasi berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas kepada, kondisi fisik persediaan yang dimiliki, harga jual pasar, estimasi biaya penyelesaian dan estimasi biaya yang timbul untuk penjualan. Penyisihan dievaluasi kembali dan disesuaikan jika terdapat tambahan informasi yang memengaruhi jumlah yang diestimasi. Penjelasan lebih rinci diungkapkan dalam Catatan 9.

Jumlah terpulihkan investasi pada entitas asosiasi, aset tetap, investasi jangka panjang lainnya dan aset tidak lancar lainnya didasarkan pada estimasi dan asumsi khususnya mengenai prospek pasar dan arus kas terkait dengan aset. Estimasi arus kas masa depan mencakup perkiraan mengenai pendapatan masa depan. Setiap perubahan dalam estimasi ini mungkin memiliki dampak material terhadap pengukuran jumlah terpulihkan dan bisa mengakibatkan penyesuaian penyisihan penurunan nilai yang sudah dibukukan. Penjelasan lebih rinci diungkapkan dalam Catatan 12, 13, 14 dan 16.

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**4. CRITICAL ACCOUNTING ESTIMATES AND
JUDGMENTS (Continued)**

Determining provision for expected credit losses of trade
receivables

The Group uses a provision matrix to calculate expected credit losses for trade receivables. The level of provision rates are based on accounts receivable that are past due with grouping of various customer segments that have the same pattern (such as: geographic location, product type and, type and customer rating).

The provision matrix is initially based on historical default rates observed by the Group. The Group adjusts its historical credit losses experience with future information. For example, if the forecast for economic conditions is expected to deteriorate over the next year, which could lead to an increase in the amount of default, at each reporting date, the observed historical default rates are updated and changes in future forecasts are analyzed by the Group.

The amount of expected credit losses is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. Further details are disclosed in Notes 7 and 8.

Assessing recoverable amounts of non-financial assets

Allowance for impairment in market value and obsolescence of inventories is estimated based on available facts and circumstances, including but not limited to, the inventories own physical condition, their market selling prices, estimated costs of completion and estimated costs to be incurred for their sales. The provision is re-evaluated and adjusted as additional information received affects the estimated amount. Further details are disclosed in Note 9.

The recoverable amounts of investments in associates, fixed assets, other long-term investments and other non-current assets are based on estimates and assumptions regarding in particular the expected market outlook and future cash flows associated with the assets. Estimated future cash flows include estimates of future revenues. Any changes in these estimations may have a material impact on the measurement of the recoverable amount and could result in adjustments to the allowance of impairment already booked. Further details are disclosed in Notes 12, 13, 14 and 16.

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**4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG
PENTING (Lanjutan)**

Menentukan metode penyusutan dan estimasi masa
manfaat aset tetap

Biaya perolehan aset tetap disusutkan dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaatnya. Manajemen mengestimasi masa manfaat aset tetap tiga (3) tahun sampai dengan dua puluh (20) tahun. Ini adalah ekspektasi umur yang secara umum diterapkan dalam industri dimana Kelompok Usaha menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi. Penjelasan lebih rinci diungkapkan dalam Catatan 14.

Menentukan klasifikasi pengaturan bersama

Pertimbangan diperlukan untuk menentukan apakah Kelompok Usaha memiliki pengendalian bersama, yang membutuhkan penilaian mengenai aktivitas yang relevan dan ketika keputusan yang berkaitan dengan aktivitas tersebut membutuhkan persetujuan dengan suara bulat. Kelompok Usaha menentukan bahwa aktivitas yang relevan untuk pengaturan bersama adalah aktivitas yang berkaitan dengan operasi dan pengambilan keputusan dalam pengaturan tersebut.

Pertimbangan juga diperlukan untuk mengklasifikasikan pengaturan bersama sebagai operasi bersama atau ventura bersama. Pengklasifikasian pengaturan tersebut mengharuskan Kelompok Usaha untuk menilai hak dan kewajiban yang timbul dari pengaturan tersebut. Secara khusus, Kelompok Usaha mempertimbangkan:

- Struktur dari pengaturan bersama - apakah dibentuk melalui kendaraan terpisah.
- Ketika pengaturan tersebut terstruktur melalui kendaraan terpisah, Kelompok Usaha juga mempertimbangkan hak dan kewajiban yang timbul dari:
 - Bentuk legal dari kendaraan terpisah;
 - Persyaratan dari perjanjian kontraktual; dan
 - Fakta dan ketentuan lain (ketika relevan).

Penilaian ini sering membutuhkan pertimbangan yang signifikan, dan kesimpulan yang berbeda mengenai pengendalian bersama dan apakah pengaturan tersebut merupakan operasi bersama atau ventura bersama, dapat memiliki dampak material terhadap akuntansi.

Kelompok Usaha memiliki pengaturan bersama yang terstruktur melalui ventura bersama, KPP, GA dan CPB. Struktur dan persyaratan dari perjanjian kontraktual mengindikasikan bahwa Kelompok Usaha memiliki hak atas aset neto dari pengaturan bersama tersebut. Kelompok Usaha menilai fakta dan kondisi lain yang berkaitan dengan pengaturan ini dan kesimpulan final dari penilaian yang dilakukan adalah pengaturan tersebut merupakan ventura bersama.

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**4. CRITICAL ACCOUNTING ESTIMATES AND
JUDGMENTS (Continued)**

Determining depreciation method and estimated useful
lives of fixed assets

The costs of fixed assets are depreciated on a straight-line basis over their estimated useful lives. Management properly estimates the useful lives of these fixed assets to be within three (3) years up to twenty (20) years. These are common life expectancies applied in the industries in which the Group conducts its business. Changes in the expected level of usage and technological development could impact on the useful lives and the residual values of these assets, and therefore future depreciation charges could be revised. Further details are disclosed in Note 14.

Determining classification of joint arrangements

Judgment is required to determine whether the Group has joint control, which requires an assessment of the relevant activities and when the decisions in relation to those activities require unanimous consent. The Group has determined that the relevant activities for their joint arrangements are those relating to the operating and capital decisions of the arrangement.

Judgment is also required to classify a joint arrangement as either a joint operation or joint venture. Classifying the arrangement requires the Group to assess its rights and obligations arising from the arrangement. Specifically, the Group considers:

- The structure of the joint arrangement - whether it is structured through a separate vehicle.
- When the arrangement is structured through a separate vehicle, the Group also considers the rights and obligations arising from:
 - The legal form of the separate vehicle;
 - The terms of the contractual arrangement; and
 - Other facts and circumstances (when relevant).

This assessment often requires significant judgment, and a different conclusion on joint control and also whether the arrangement is a joint operation or a joint venture, may materially impact the accounting.

The Group has a joint arrangement which is structured through joint ventures, KPP, GA and CPB. This structure and the terms of the contractual arrangement indicate that the Group has rights to the net assets of the arrangement. The Group also assesses the other facts and circumstances relating to this arrangement and the final conclusion is that the arrangement is a joint venture.

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**4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG
PENTING (Lanjutan)**

Menilai pengendalian atau pengaruh signifikan pada
entitas lain

Kelompok Usaha menilai apakah Kelompok Usaha memiliki pengendalian atau pengaruh signifikan pada entitas lain melalui:

- adanya dewan perwakilan Kelompok Usaha pada entitas lain dan pernyataan kontraktual.
- Kelompok Usaha merupakan pemegang saham mayoritas dengan kepentingan ekuitas yang lebih besar dari pemegang saham lainnya.
- memiliki kekuatan untuk berpartisipasi dalam pengambilan keputusan keuangan dan operasi.

Penjelasan lebih rinci diungkapkan dalam Catatan 12 dan 13.

Estimasi biaya dan liabilitas imbalan pascakerja

Penentuan liabilitas dan biaya imbalan pascakerja Kelompok Usaha bergantung pada pemilihan asumsi yang digunakan dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji, tingkat pengunduran diri, tingkat cacat, umur pensiun normal dan tingkat mortalitas.

Sementara Kelompok Usaha berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Kelompok Usaha dapat memengaruhi secara material liabilitas dan beban imbalan pascakerja. Penjelasan lebih rinci diungkapkan dalam Catatan 36.

Menentukan pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya tidak pasti sepanjang kegiatan usaha normal. Kelompok Usaha mengakui liabilitas atas pajak penghasilan badan yang diharapkan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan yang akan jatuh tempo. Penjelasan lebih rinci diungkapkan dalam Catatan 35.

Kelompok Usaha menelaah aset pajak tangguhan pada setiap tanggal pelaporan dan mengurangi jumlah tercatat sepanjang tidak ada kemungkinan bahwa laba kena pajak memadai untuk mengompensasi sebagian atau seluruh aset pajak tangguhan. Kelompok Usaha juga menelaah waktu yang diharapkan dan tarif pajak atas pembalikan perbedaan temporer dan menyesuaikan pengaruh atas pajak tangguhan yang sesuai. Penjelasan lebih rinci diungkapkan dalam Catatan 35.

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**4. CRITICAL ACCOUNTING ESTIMATES AND
JUDGMENTS (Continued)**

Assessing control or significant influence on other
entities

The Group has assessed the significant influence of the Group in other entities through:

- the presence of the board representative of the Group and the contractual term.
- the Group is the majority shareholder with greater interest than other shareholders.
- has the power to participate in the financial and operating policy decisions.

Further details are disclosed in Notes 12 and 13.

Estimate of post-employment benefits expense and
liability

The determination of the Group's liability and expense for post-employment benefits is dependent on its selection of certain assumptions used in calculating such amounts. These assumptions include among others, discount rate, salary increment rate, turnover rates, disability rate, normal pension age and mortality rate.

While the Group believes that its assumptions are reasonable and appropriate, significant differences in the Group's actual results or significant changes in the Group's assumptions may materially affect its post-employment liability and expense. Further details are disclosed in Note 36.

Determining income taxes

Significant judgment is involved in determining provision for corporate income tax. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognizes liabilities for expected corporate income tax based on estimates as to whether additional corporate income tax will be due. Further details are disclosed in Note 35.

The Group reviews its deferred tax assets at each reporting date and reduces the carrying amount to the extent it is no longer probable that sufficient taxable profits will be available to allow all or part of the deferred tax asset to be utilized. The Group also reviews the expected timing and tax rates upon reversal of temporary differences and adjusts the impact of deferred tax accordingly. Further details are disclosed in Note 35.

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**4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG
PENTING (Lanjutan)**

Mengevaluasi provisi dan kontinjensi

Kelompok Usaha melakukan pertimbangan untuk membedakan antara provisi dan kontinjensi serta mempersiapkan provisi yang sesuai untuk proses hukum atau kewajiban konstruktif, jika ada, sesuai dengan kebijakan provisinya dan mempertimbangkan risiko dan ketidakpastian yang relevan.

Pada tanggal 31 Desember 2020, Kelompok Usaha tidak yakin bahwa proses-proses tersebut akan berpengaruh secara signifikan terhadap laporan keuangan konsolidasian.

Menentukan nilai wajar dan biaya untuk menjual serta
klasifikasi dari aset tidak lancar yang dimiliki untuk dijual

Nilai wajar dan biaya untuk menjual dari aset tidak lancar dan kelompok lepasan yang diklasifikasikan sebagai dimiliki untuk dijual didasarkan pada estimasi dan asumsi khususnya mengenai prospek pasar terkait dengan aset dalam kondisi kininya. Setiap perubahan dalam prospek pasar mungkin memiliki dampak material terhadap pengukuran nilai wajar dan biaya untuk menjual dari aset tersebut dan bisa mengakibatkan penyesuaian pada jumlah yang dibukukan dalam laporan keuangan konsolidasian.

Penentuan aset tidak lancar dan kelompok lepasan yang diklasifikasikan sebagai dimiliki untuk dijual adalah berdasarkan pertimbangan manajemen yang mungkin berubah akibat perubahan situasi di masa mendatang yang di luar kendali Kelompok Usaha. Penjelasan lebih rinci diungkapkan dalam Catatan 48.

5. KAS DAN SETARA KAS

	2020	2019
Kas		
Rupiah	1.324	1.833
Yen Jepang	27	171
Dolar AS	40	39
Rupiah India	-	38
Dolar Singapura	2	2
Total kas	1.393	2.083

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**4. CRITICAL ACCOUNTING ESTIMATES AND
JUDGMENTS (Continued)**

Evaluating provisions and contingencies

The Group exercises its judgment to distinguish between provisions and contingencies and sets up appropriate provisions for its legal or constructive obligations, if any, in accordance with its policies on provisions and takes the relevant risks and uncertainty into account.

As of December 31, 2020, the Group does not believe that those proceedings will have a significant adverse effect on the consolidated financial statements.

Determining fair value and costs to sell and the
classification of non-current assets held for sale

Fair value and costs to sell of non-current assets and disposal groups classified as held for sale are based on estimates and assumptions regarding in particular the expected market outlook associated with the asset in its present condition. Any changes in the expected market outlook may have a material impact on the measurement of the fair value and costs to sell and could result in adjustments to the amount booked in the consolidated financial statements.

The determination of non-current assets and disposal groups classified as held for sale are based on management's judgment that may change due to changes of circumstances in the future arising beyond the control of the Group. Further details are disclosed in Note 48.

5. CASH AND CASH EQUIVALENTS

Cash on hand
Rupiah
Japanese Yen
US Dollar
Indian Rupee
Singapore Dollar
Total cash on hand

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5. KAS DAN SETARA KAS (Lanjutan)

5. CASH AND CASH EQUIVALENTS (Continued)

	2020	2019	
Kas di bank			Cash in banks
Rupiah			Rupiah
PT Bank Central Asia Tbk	17.974	6.308	PT Bank Central Asia Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	13.803	53.211	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	8.745	4.967	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	8.107	13.946	PT Bank Mandiri (Persero) Tbk
PT Bank Artha Graha Internasional Tbk	2.515	1.675	PT Bank Artha Graha Internasional Tbk
PT Bank Permata Tbk	1.528	2.312	PT Bank Permata Tbk
PT Bank Muamalat Indonesia Tbk	751	1.695	PT Bank Muamalat Indonesia Tbk
PT Bank Negara Indonesia Syariah	658	2.306	PT Bank Negara Indonesia Syariah
PT Bank Kesejahteraan Ekonomi	458	1.051	PT Bank Kesejahteraan Ekonomi
Lain-lain (dibawah Rp1 miliar)	3.568	3.889	Others (below Rp1 billion)
Subtotal	58.107	91.360	Subtotal
Mata uang asing			Foreign currencies
PT Bank Negara Indonesia (Persero) Tbk	7.990	2.241	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Central Asia Tbk	7.931	685	PT Bank Central Asia Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	204	9.760	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Maybank Indonesia Tbk	204	7.532	PT Bank Maybank Indonesia Tbk
PT Bank MNC Internasional Tbk	166	3.861	PT Bank MNC Internasional Tbk
PT Bank Mandiri (Persero) Tbk	104	2.187	PT Bank Mandiri (Persero) Tbk
PT Bank Mega Tbk	81	2.669	PT Bank Mega Tbk
Lain-lain (dibawah Rp1 miliar)	2.601	2.567	Others (below Rp1 billion)
Subtotal	19.281	31.502	Subtotal
Total kas di bank	77.388	122.862	Total cash in banks
Setara kas			Cash equivalents
Deposito berjangka (Rupiah)			Time deposits (Rupiah)
PT Bank Rakyat Indonesia (Persero) Tbk	3.000	-	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	1.231	994	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Mega Tbk	-	238	PT Bank Mega Tbk
Total setara kas	4.231	1.232	Total cash equivalents
Total	83.012	126.177	Total

Kisaran suku bunga tahunan untuk deposito berjangka dari 4,50% sampai dengan 5,50% untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019.

The annual interest rates of time deposits ranged from 4.50% to 5.50% for the years ended December 31, 2020 and 2019.

Seluruh kas dan setara kas ditempatkan pada pihak ketiga.

All placements in cash and cash equivalents are with third parties.

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5. KAS DAN SETARA KAS (Lanjutan)

Rincian kas dan setara kas berdasarkan mata uang adalah sebagai berikut:

Mata uang	2020	2019	Currencies
Rupiah	63.662	94.425	Rupiah
Dolar AS	19.082	31.273	US Dollar
Yen Jepang	172	355	Japanese Yen
Euro	94	84	Euro
Rupiah Indian	-	38	Indian Rupee
Dolar Singapura	2	2	Singaporean Dollar
Total	83.012	126.177	Total

5. CASH AND CASH EQUIVALENTS (Continued)

Details of cash and cash equivalents based on currencies are as follows:

6. INVESTASI JANGKA PENDEK

	2020	2019	
Pihak ketiga			Third parties
Diukur pada nilai wajar melalui laba rugi			Fair value through profit or loss
Diperdagangkan (USD)			Held for trading (USD)
Sherwin Investment Limited	50.566	49.835	Sherwin Investment Limited
Dana investasi (USD)			Investment funds (USD)
Fitzroy Offshore Ltd.	8.164.318	7.140.666	Fitzroy Offshore Ltd.
Purple Rain Resources Ltd.	105.693	492.072	Purple Rain Resources Ltd.
Dana investasi (Rp)			Investment funds (Rp)
Purple Rain Resources Ltd.	28.000	5.000	Purple Rain Resources Ltd.
Subtotal	8.298.011	7.637.738	Subtotal
Biaya perolehan diamortisasi			Amortized cost
Deposito berjangka			Time deposits
PT Bank Mandiri (Persero) Tbk	2.200	2.200	PT Bank Mandiri (Persero) Tbk
Total pihak ketiga	8.350.777	7.689.773	Total third parties
Pihak berelasi (Catatan 38b)			Related parties (Note 38b)
Diukur pada nilai wajar melalui penghasilan komprehensif lain			Fair value through other comprehensive income
Efek ekuitas tercatat			Quoted equity securities
PT Bakrie Sumatera Plantation Tbk (UNSP)	4.176	3.766	PT Bakrie Sumatera Plantation Tbk (UNSP)
PT Bakrieland Development Tbk (ELTY)	3.597	3.597	PT Bakrieland Development Tbk (ELTY)
PT Bakrie Telecom Tbk (BTEL)	2.152	2.152	PT Bakrie Telecom Tbk (BTEL)
PT Darma Henwa Tbk (DEWA)	1.240	1.240	PT Darma Henwa Tbk (DEWA)
PT Energi Mega Persada Tbk (ENRG)	1	1	PT Energi Mega Persada Tbk (ENRG)
Total pihak berelasi	11.166	10.756	Total related parties
Total	8.361.943	7.700.529	Total

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6. INVESTASI JANGKA PENDEK (Lanjutan)

Aset keuangan yang diukur pada nilai wajar melalui laba rugi

Pada tahun 2015, Sebastopol, Entitas Anak, mengadakan perjanjian jasa pengelolaan investasi dengan Purple Rain Resources Ltd. ("Purple Rain"), perusahaan yang didirikan di British Virgin Island yang tidak terafiliasi dengan Perusahaan, untuk mengelola dan melaksanakan strategi investasi yang telah disetujui oleh kedua belah pihak untuk total investasi sebesar USD24,7 juta. Berdasarkan Akta Pengalihan tanggal 4 Desember 2020, Sebastopol telah mengalihkan investasi dengan nilai wajar senilai USD21,5 juta kepada Perusahaan.

Pada tahun 2016, Perusahaan juga mengadakan perjanjian jasa pengelolaan investasi dengan Purple Rain sebesar USD0,9 juta.

Pada tanggal 23 Mei 2018, Perusahaan menandatangani perjanjian Mutual Investment Agreement dengan Fitzroy Offshore Ltd (Fitzroy), perusahaan yang didirikan di Kepulauan Marshall yang tidak terafiliasi dengan Perusahaan, dengan nilai investasi sebesar USD416 juta. Perusahaan mengikatkan diri dengan Fitzroy dalam bentuk opsi untuk menjual aset berupa 806.595.000 saham PT Bumi Resources Tbk ("Saham BUMI") yang dimiliki oleh Perusahaan sehingga apabila kondisi yang disyaratkan dalam perjanjian telah terpenuhi, maka Perusahaan dapat memperoleh kembali sejumlah nilai investasi awal ditambah keuntungan hasil investasi dan Perusahaan wajib menyerahkan Saham BUMI kepada Fitzroy.

Pada tanggal 20 Desember 2019, Perusahaan menandatangani Perjanjian Investasi dengan Sherwin Investment Ltd (Sherwin), perusahaan yang didirikan di Kepulauan Marshall yang tidak terafiliasi dengan Perusahaan, dengan nilai investasi sebesar USD3,6 juta. Perusahaan dan Sherwin menyetujui opsi investasi yang mengharuskan Sherwin menyerahkan, mentransfer, dan/atau menyediakan 10% bagian saham PT Petromine Energy Trading pada atau sebelum tanggal jatuh tempo (16 Desember 2029).

Pada tanggal 26 Oktober 2020, Perusahaan melakukan perjanjian jasa pengelolaan investasi dengan Purple Rain sebesar Rp30,0 miliar.

Pada tanggal 31 Desember 2020, nilai buku neto aset keuangan yang diukur pada nilai wajar melalui laba rugi masing-masing sebesar Rp28,0 miliar dan USD603,0 juta (setara dengan Rp8,5 triliun).

Pada tanggal 31 Desember 2019, nilai buku neto aset keuangan yang diukur pada nilai wajar melalui laba rugi masing-masing sebesar Rp5,0 miliar dan USD552,7 juta (setara dengan Rp7,7 triliun).

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6. SHORT-TERM INVESTMENTS (Continued)

Financial assets measured at fair value through profit or loss

In 2015, Sebastopol, Subsidiary, entered into an investment management service agreement with Purple Rain Resources Ltd. ("Purple Rain"), company incorporated in British Virgin Islands that is not affiliated with the Company, to manage and implement the investment strategy agreed by both parties for total investment amounting to USD24.7 million. Based on Deed of Transfer dated December 4, 2020, Sebastopol transferred this investment, with fair value amounting to USD21.5 million, to the Company.

In 2016, the Company also entered into an investment management service agreement with Purple Rain amounting to USD0.9 million.

On May 23, 2018, the Company entered into an Mutual Investment Agreement with Fitzroy Offshore Ltd (Fitzroy), company incorporated in Marshall Islands that is not affiliated with the Company, with the value of USD416 million. The Company binded itself with Fitzroy in the form of an option to sell an asset, which is 806,595,000 shares of PT Bumi Resources Tbk ("BUMI Shares") owned by the Company until all conditions will be fulfilled under the agreement, the Company has the rights to receive the same amount of initial investment and in return, the Company has to transfer BUMI Shares to Fitzroy.

On December 20, 2019, the Company entered into an Investment Agreement with Sherwin Investment Ltd (Sherwin), company incorporated in Marshall Islands that is not affiliated with the Company, with the value of USD3.6 million. The Company and Sherwin agreed to an investment option which requires Sherwin to deliver, transfer, and/or make available 10% share in PT Petromine Energy Trading on or before maturity date (December 16, 2029).

On October 26, 2020, the Company entered into an investment management service agreement with Purple Rain amounting to Rp30.0 billion.

As of December 31, 2020, the net book value of financial assets at fair value through profit or loss amounted to Rp28.0 billion and USD603.0 million (equivalent to Rp8.5 trillion).

As of December 31, 2019, the net book value of financial assets at fair value through profit or loss amounted to Rp5.0 billion and USD552.7 million (equivalent to Rp7.7 trillion).

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6. INVESTASI JANGKA PENDEK (Lanjutan)

Pinjaman dan piutang

Deposito berjangka merupakan penempatan dana dengan jangka waktu empat (4) sampai dengan enam (6) bulan dan memperoleh suku bunga tahunan berkisar antara 5,5% sampai dengan 6,25%.

Manajemen berkeyakinan bahwa tidak terdapat kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai investasi jangka pendek pada tanggal 31 Desember 2020.

Efek Tersedia untuk Dijual

Kepemilikan saham Perusahaan atas pihak berelasi adalah sebagai berikut:

Jumlah saham (dalam ribuan)	2020	2019	Number of shares (in thousands)
ELTY	71.943	71.943	ELTY
BTEL	43.043	43.043	BTEL
UNSP	37.286	37.286	UNSP
DEWA	24.800	24.800	DEWA
ENRG	13	13	ENRG

Keuntungan yang belum terealisasi atas perubahan nilai investasi jangka pendek yang disajikan sebagai bagian dari ekuitas pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp2,3 miliar dan Rp1,9 miliar.

Rincian investasi jangka pendek berdasarkan mata uang adalah sebagai berikut:

Mata uang	2020	2019	Currencies
Dolar AS	8.320.577	7.682.573	US Dollar
Rupiah	41.366	17.956	Rupiah
Total	8.361.943	7.700.529	Total

7. PIUTANG USAHA

	2020	2019	
Pendapatan sudah ditagih			Billed revenues
Pihak ketiga			Third parties
Piper Price & Company Limited	481.263	481.264	Piper Price & Company Limited
PT Petroflexx Prima Daya			PT Petroflexx Prima Daya
Husky CNOOC Madura Ltd	30.151	33.528	Husky CNOOC Madura Ltd
PT Waskita Karya Tbk	29.757	15.354	PT Waskita Karya Tbk
John Holland Pte. Ltd.	17.392	17.141	John Holland Pte. Ltd.
PT Mitsubishi Motor			PT Mitsubishi Motor
Kramayudha Indonesia	13.774	22.704	Kramayudha Indonesia
PT Alisan Catur Perkasa	12.168	11.935	PT Alisan Catur Perkasa

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6. SHORT-TERM INVESTMENTS (Continued)

Loan and receivables

Time deposits represented placements with terms of four (4) to six (6) months and earned interest at annual rates ranging from 5.5% to 6.25%.

The management believed that there are no events or changes in circumstances that indicated any impairment in the value of short-term investments as of December 31, 2020.

Available-for-Sale Securities

The Company's share ownership in related parties are as follows:

Unrealized gain for changes in the value of short-term investments presented as part of equity as of December 31, 2020 and 2019 amounted to Rp2.3 billion and Rp1.9 billion, respectively.

Details of short-term investments based on currencies are as follows:

7. TRADE RECEIVABLES

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7. PIUTANG USAHA (Lanjutan)

	2020	2019
PT Punj Lloyd Indonesia	11.823	11.652
PT Pertamina EP	10.013	3.272
Lihir Gold Ltd.	9.958	16.908
PT Krama Yudha Tiga Berlian	9.611	19.981
PT Perusahaan Listrik Negara (Persero)	5.663	88.891
PT Hino Motors Manufacturing Indonesia	5.386	17.071
PT Wira Cipta Perkasa	3.815	14.705
PT Meindo Elang Indah	1.064	24.575
Premier Oil Natuna B.V.	-	11.579
BUT Saka Indonesia Pangkah	-	43.690
Jatarim Binau Lines Banten	-	33.761
PT Intisumber Bajasakti	100	10.448
Lain-lain (dibawah Rp10 miliar)	302.934	174.108
Subtotal	944.872	1.052.567
Diskonto yang belum diamortisasi	-	(13.511)
Total pihak ketiga	944.872	1.039.056
Pihak berelasi (Catatan 38a)	26.889	14.282
Total pendapatan sudah ditagih	971.761	1.053.338
Pendapatan belum ditagih		
Pihak ketiga	96.366	131.263
Total	1.068.127	1.184.601
Dikurangi penyisihan kerugian atas penurunan nilai	(186.902)	(122.456)
Neto	881.225	1.062.145

7. TRADE RECEIVABLES (Continued)

PT Punj Lloyd Indonesia
PT Pertamina EP
Lihir Gold Ltd.
PT Krama Yudha Tiga Berlian
PT Perusahaan Listrik Negara (Persero)
PT Hino Motors Manufacturing Indonesia
PT Wira Cipta Perkasa
PT Meindo Elang Indah
Premier Oil Natuna B.V.
BUT Saka Indonesia Pangkah
Jatarim Binau Lines Banten
PT Intisumber Bajasakti
Others (below Rp10 billion)
Subtotal
Unamortized discount
Total third parties
Related parties (Note 38a)
Total billed revenues
Unbilled revenues
Third parties
Total
Less allowance for impairment losses
Net

Piper Price & Company Limited

Pada tanggal 30 Desember 2010, Perusahaan menjual saham BUMI, ENRG, UNSP, ELTY dan BTEL miliknya sejumlah masing-masing 1,2 miliar, 2,4 miliar, 304,2 juta, 346,9 juta dan 1,3 miliar lembar saham kepada Piper Price & Company Limited (PPC) dengan harga jual keseluruhan sebesar Rp3,4 triliun yang dibayarkan pada tanggal 30 Juni 2011, dengan opsi perpanjangan. Berdasarkan perjanjian antara Perusahaan dan PPC, tanggal pembayaran telah diubah beberapa kali, terakhir pada tanggal 30 September 2021.

Piper Price & Company Limited

On December 30, 2010, the Company sold its shares in BUMI, ENRG, UNSP, ELTY and BTEL amounting to 1.2 billion, 2.4 billion, 304.2 million, 346.9 million and 1.3 billion, respectively, to Piper Price & Company Limited (PPC) for a total selling price of Rp3.4 trillion, to be paid on June 30, 2011 and subject to extension. Based on agreement between the Company and PPC, payment date has been amended several times, the latest on September 30, 2021.

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7. PIUTANG USAHA (Lanjutan)

Mutasi penyisihan kerugian atas penurunan nilai piutang usaha adalah sebagai berikut:

	2020	2019
Saldo awal tahun	122.456	121.341
Penyesuaian saldo atas penerapan awal PSAK 71	24.137	-
Perubahan selama tahun berjalan:		
Penyisihan kerugian penurunan nilai	39.347	5.123
Pemulihan penyisihan	(610)	(3.862)
Selisih kurs	1.572	(146)
Saldo Akhir Tahun	186.902	122.456

Kelompok Usaha telah menerapkan metode yang disederhanakan untuk menghitung kerugian kredit ekspektasian sesuai dengan PSAK No. 71 pada tanggal 1 Januari 2020 yang mengizinkan penggunaan cadangan kerugian ekspektasian seumur hidup untuk seluruh piutang usaha. Untuk mengukur kerugian kredit ekspektasian, piutang usaha telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

Untuk pelaporan sebelum tanggal 1 Januari 2020, manajemen Kelompok Usaha berkeyakinan bahwa cadangan kerugian penurunan nilai piutang telah memadai untuk menutup kerugian atas piutang usaha tidak tertagih berdasarkan hasil penelaahan atas masing-masing piutang dan secara kolektif pada akhir tahun.

Rincian umur piutang usaha adalah sebagai berikut:

	2020	2019
Belum jatuh tempo sampai dengan 1 bulan	569.117	450.518
1 bulan - 3 bulan	86.974	112.883
3 bulan - 6 bulan	78.972	159.576
6 bulan - 1 tahun	54.494	71.602
Lebih dari 1 tahun	278.570	390.022
Total	1.068.127	1.184.601
Dikurangi penyisihan kerugian atas penurunan nilai	(186.902)	(122.456)
Neto	881.225	1.062.145

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7. TRADE RECEIVABLES (Continued)

The movements in the allowance for impairment losses on trade receivables are as follows:

Balance at beginning of year
Opening balance adjustment upon initial application of PSAK 71
Changes during the year:
Provision for impairment losses
Reversal of provision
Foreign exchange translation
Balance at End of Year

The Group applied the simplified approach to provide for expected credit losses prescribed by PSAK No. 71 on January 1, 2020, which permits the use of the lifetime expected loss provision for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

For reporting period prior to January 1, 2020, the Company's management believed that the provision for receivables impairment was adequate to cover losses from uncollectible accounts based on the review of the status of the individual and collective accounts receivable at the end of the year.

Details of aging schedule of trade receivables are as follows:

Not yet past due until up to 1 month
1 month - 3 months
3 months - 6 months
6 months - 1 year
Over 1 year
Total
Less allowance for impairment losses
Net

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7. PIUTANG USAHA (Lanjutan)

Rincian piutang usaha berdasarkan mata uang adalah sebagai berikut:

Mata uang	2020	2019
Rupiah	877.361	975.060
Dolar AS	3.864	87.085
Total	881.225	1.062.145

Pada tanggal 31 Desember 2020 dan 2019, beberapa Entitas Anak menggunakan piutang usaha sebagai jaminan atas pinjaman jangka pendek dan jangka panjang (Catatan 17 dan 22).

8. PIUTANG LAIN-LAIN

	2020	2019
Pihak ketiga		
PT Southeast Asia Capital Investment	240.000	240.000
TJA Power Corporation (Asia) Ltd.	189.220	186.483
CV Inti Mandiri Sadaya	177.619	196.457
PT Suplaiindo Sejahtera	14.345	14.345
PT Pilar Agra Unggul	2.399	871.312
Lain-lain (dibawah Rp10 miliar)	40.971	18.644
Total	664.554	1.527.241
Dikurangi penyisihan kerugian atas penurunan nilai	(131.412)	(165.732)
Neto	533.142	1.361.509

PT Pilar Agra Unggul (PAU)

Pada tanggal 23 Februari 2018, PT Bakrie Building Industries (BBI), entitas anak, menandatangani Akta Jual Beli No. 27/2018 dibuat dihadapan Nurhasanah, S.H., M.Kn., dengan PAU untuk penjualan tanah Hak Guna Bangunan (HGB) yang dimiliki BBI seluas 135.495 m2 yang berlokasi di Kalideres, Jakarta Barat, dengan total harga jual sebesar Rp880,7 miliar.

Pada tanggal 22 Juni 2020, PAU, BBI dan PT Cakra Agra Abadi (CAA) menandatangani Perjanjian Pengalihan bahwa para pihak sepakat untuk mengalihkan utang PAU kepada BBI kepada CAA sebesar Rp701,4 miliar berdasarkan Berita Acara Rekonsiliasi Piutang antara BBI dan PAU tanggal 27 Januari 2020.

Pada tanggal 23 Juni 2020, CAA dan BBI menandatangani Perjanjian Penyelesaian, dimana para pihak sepakat bahwa selain pembayaran kembali secara tunai, CAA dapat membayar Utang dengan cara melakukan konversi Utang ke dalam saham CAA.

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7. TRADE RECEIVABLES (Continued)

Details of trade receivables based on currencies are as follows:

	2020	2019	Currencies
Rupiah	877.361	975.060	Rupiah
US Dollar	3.864	87.085	US Dollar
Total	881.225	1.062.145	Total

As of December 31, 2020 and 2019, several Subsidiaries used trade receivables, as collateral for short-term and long-term loans (Notes 17 and 22).

8. OTHER RECEIVABLES

	2020	2019	Third parties
PT Southeast Asia Capital Investment	240.000	240.000	PT Southeast Asia Capital Investment
TJA Power Corporation (Asia) Ltd.	189.220	186.483	TJA Power Corporation (Asia) Ltd.
CV Inti Mandiri Sadaya	177.619	196.457	CV Inti Mandiri Sadaya
PT Suplaiindo Sejahtera	14.345	14.345	PT Suplaiindo Sejahtera
PT Pilar Agra Unggul	2.399	871.312	PT Pilar Agra Unggul
Lain-lain (below Rp10 billion)	40.971	18.644	Others (below Rp10 billion)
Total	664.554	1.527.241	Total
Dikurangi penyisihan kerugian atas penurunan nilai	(131.412)	(165.732)	Less allowance for impairment losses
Neto	533.142	1.361.509	Net

PT Pilar Agra Unggul (PAU)

On February 23, 2018, PT Bakrie Building Industries (BBI), subsidiary, entered into a sale and purchase decree based on Notarial Decree No. 27/2018 of Nurhasanah, S.H., M.Kn., between with PAU for the sale of BBI's building usage rights (HGB) covering total land area of 135,495 m2 located at Kalideres, Jakarta Barat, with total selling price of Rp880.7 billion.

On June 22, 2020, PAU, BBI and PT Cakra Agra Abadi (CAA) signed a Transfer Agreement wherein all the parties agreed to transfer PAU's payable to BBI to CAA amounting to Rp701.4 billion based on the Minutes of Payable Receivable Accounts Reconciliation between BBI and PAU dated January 27, 2020.

On June 23, 2020, CAA and BBI signed a Settlement Agreement, where the parties agreed that in addition to cash repayments, CAA could pay its Debt by converting Debt into CAA shares.

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8. PIUTANG LAIN-LAIN (Lanjutan)

Berdasarkan Akta Notaris No. 18 pada tanggal 16 Desember 2020 yang telah dibuat dihadapan Notaris Rakhmat Mushawwir Rasyidi, SH, M.Kn., para pemegang saham CAA telah menyetujui untuk membayar Utang ke BBI dengan melakukan konversi Utang ke dalam saham CAA sebesar Rp701,4 miliar, sehingga BBI memiliki penyertaan saham di CAA sebesar 40% (Catatan 13a).

PT Southeast Asia Capital Investment (SECI)

Pada tanggal 15 November 2015, PT Bakrie Pipe Industries (BPI), entitas anak, mengadakan perjanjian dengan SECI untuk memberikan pinjaman kepada SECI sebesar Rp240 miliar untuk tujuan operasional SECI. Pinjaman akan jatuh tempo pada tanggal 15 November 2021.

TJA Power Corporation (Asia) Ltd. (TJA)

Pada tanggal 28 Maret 2012, PT Bakrie Power (BP), entitas anak, memberikan fasilitas pinjaman kepada TJA sebesar USD5 juta yang dikenakan bunga sebesar LIBOR ditambah 6% per tahun dan telah jatuh tempo pada tanggal 29 Maret 2014.

Pada tanggal 27 Desember 2013, perjanjian atas pemberian fasilitas pinjaman kepada TJA telah diubah sebagai berikut:

- perpanjangan periode utang untuk dua tahun dan jatuh tempo pada tanggal 28 Maret 2016; dan
- bunga pinjaman menjadi 5,5% pada tahun kedua, 6,0% pada tahun ketiga dan 6,5% pada tahun keempat.

Pada tanggal 20 Agustus 2015, TJA mengalihkan uang mukanya di PT Tanjung Jati Power Company (TJPC) kepada BP untuk mengurangi saldo fasilitas pinjaman sebesar USD2,8 juta. Kemudian, TJA menjual seluruh kepemilikan di TJPC dan penerimaan sebesar USD1,3 juta digunakan untuk penyelesaian utang ke BP.

Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman adalah sebesar USD13,4 juta (masing-masing setara dengan Rp189,2 miliar dan Rp186,5 miliar).

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8. OTHER RECEIVABLES (Continued)

Based on Notarial Deed No.18 dated December 16, 2020 of Rakhmat Mushawwir Rasyidi, SH, M.Kn., the shareholders of CAA approved to pay Debt to BBI by converting Debt into CAA shares amounting to Rp701.4 billion, therefore BBI has 40% investment in CAA shares (Note 13a).

PT Southeast Asia Capital Investment (SECI)

On November 15, 2015, PT Bakrie Pipe Industries (BPI), a subsidiary, entered into an agreement with SECI to grant loan to SECI amounting to Rp240 billion for SECI's operational purposes. The loan will mature on November 15, 2021.

TJA Power Corporation (Asia) Ltd. (TJA)

On March 28, 2012, PT Bakrie Power (BP), subsidiary, provided a loan facility to TJA amounting to USD5 million that bears annual interest of LIBOR plus 6% and was due on March 29, 2014.

On December 27, 2013, the loan facility agreement to TJA was amended as follows:

- extension of the loan period for another two years and was due on March 28, 2016; and
- annual interest on the loan shall be 5.5% for the second year, 6.0% for the third year and 6.5% for the fourth year.

On August 20, 2015, TJA assigned to BP TJA's advances in PT Tanjung Jati Power Company (TJPC) which reduced the outstanding balance of the loan facility by USD2.8 million. Furthermore, TJA sold all of its shares in TJPC and the proceeds amounting to USD1.3 million was applied to the loan payable to BP.

As of December 31, 2020 and 2019, outstanding balance of the loan facility amounted to USD13.4 million (equivalent to Rp189.2 billion and Rp186.5 billion, respectively).

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8. PIUTANG LAIN-LAIN (Lanjutan)

CV Inti Mandiri Sadaya (IMS)

Pada tanggal 28 Oktober 2016, Perusahaan mengakui hak tagih dari IMS sehubungan dengan layanan teknis yang disediakan oleh BP kepada IMS.

Mutasi penyisihan kerugian atas penurunan nilai piutang lain-lain adalah sebagai berikut:

	2020	2019
Saldo awal	165.732	78.835
Penyesuaian saldo atas penerapan awal PSAK 71	42.547	-
Perubahan selama tahun berjalan:		
Penyisihan penurunan nilai	11.570	89.604
Pemulihan penyisihan	(88.437)	-
Selisih kurs	-	(2.707)
Saldo Akhir	131.412	165.732

Kelompok Usaha telah menerapkan metode yang disederhanakan untuk menghitung kerugian kredit ekspektasian sesuai dengan PSAK No. 71 pada tanggal 1 Januari 2020 yang mengizinkan penggunaan cadangan kerugian ekspektasian seumur hidup untuk seluruh piutang lain-lain. Untuk mengukur kerugian kredit ekspektasian, piutang lain-lain telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

Untuk pelaporan sebelum tanggal 1 Januari 2020, manajemen Kelompok Usaha berkeyakinan bahwa cadangan kerugian penurunan nilai piutang telah memadai untuk menutup kerugian atas piutang lain-lain tidak tertagih berdasarkan hasil penelaahan atas masing-masing piutang lain-lain dan secara kolektif pada akhir tahun.

Rincian piutang lain-lain berdasarkan mata uang adalah sebagai berikut:

Mata uang	2020	2019
Rupiah	409.187	1.239.346
Dolar AS	123.955	122.163
Total	533.142	1.361.509

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8. OTHER RECEIVABLES (Continued)

CV Inti Mandiri Sadaya (IMS)

On October 28, 2016, the Company recognized receivables from IMS in relation to technical services provided by BP to IMS.

The movements in the allowance for impairment losses on other receivables are as follows:

	2020	2019	
Saldo awal	165.732	78.835	Beginning balance
Penyesuaian saldo atas penerapan awal PSAK 71	42.547	-	Opening balance adjustment upon initial application of PSAK 71
Perubahan selama tahun berjalan:			Changes during the year:
Penyisihan penurunan nilai	11.570	89.604	Provision for impairment losses
Pemulihan penyisihan	(88.437)	-	Reversal of provision
Selisih kurs	-	(2.707)	Foreign exchange translation
Saldo Akhir	131.412	165.732	Ending Balance

The Group applied the simplified approach to provide for expected credit losses prescribed by PSAK No. 71 on January 1, 2020, which permits the use of the lifetime expected loss provision for all other receivables. To measure the expected credit losses, other receivables have been grouped based on shared credit risk characteristics and the days past due.

For reporting period prior to January 1, 2020, the Company's management believed that the provision for receivables impairment was adequate to cover losses from uncollectible accounts based on the review of the status of the individual and collective other receivables at the end of the year.

Details of other receivables based on currencies are as follows:

	2020	2019	Currencies
Rupiah	409.187	1.239.346	Rupiah
Dolar AS	123.955	122.163	US Dollar
Total	533.142	1.361.509	Total

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9. PERSEDIAAN

	2020	2019
Barang jadi	249.078	464.526
Bahan baku	159.109	113.263
Bahan pembantu dan suku cadang	64.235	74.449
Barang dalam proses	40.993	60.052
Lain-lain (dibawah Rp1 miliar)	13.374	12.481
Total	526.789	724.771
Dikurangi penyisihan persediaan usang	(15.676)	(19.446)
Neto	511.113	705.325

Mutasi penyisihan persediaan usang adalah sebagai berikut:

	2020	2019
Saldo awal	19.446	20.015
Perubahan selama tahun berjalan		
Pemulihan penyisihan	(3.770)	(476)
Penyisihan penurunan nilai	-	(93)
Saldo Akhir	15.676	19.446

Berdasarkan hasil penelaahan atas kondisi persediaan, manajemen berkeyakinan bahwa penyisihan persediaan usang cukup untuk menutup kemungkinan kerugian atas penurunan nilai persediaan.

Manajemen mengasuransikan persediaan terhadap risiko kebakaran dan risiko lainnya melalui suatu paket polis. Jumlah nilai pertanggungan asuransi persediaan adalah masing-masing sebesar Rp134,8 miliar dan Rp157,0 miliar pada tanggal 31 Desember 2020 dan 2019. Nilai pertanggungan asuransi atas persediaan milik BA, BUMM, BMC, BMI, BPI, SEAPI dan BBI ditanggung melalui suatu paket polis gabungan dengan asuransi aset tetap (Catatan 14). Manajemen berkeyakinan bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian dari risiko kebakaran dan risiko tertentu lainnya atas persediaan yang dipertanggungkan.

Pada tanggal 31 Desember 2020 dan 2019, persediaan bahan baku dan barang jadi masing-masing sebesar Rp385,0 miliar dan Rp533,5 miliar digunakan sebagai jaminan atas pinjaman jangka pendek dan jangka panjang (Catatan 17 dan 22).

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9. INVENTORIES

Finished goods
Raw materials
Indirect materials and spare-parts
Work-in-process
Others (below Rp1 billion)
Total
Less allowance for inventory obsolescence
Net

Movements in the allowance for inventory obsolescence are as follows:

Beginning balance
Changes during the year
Reversal of allowance
Provision for inventory obsolescence
Ending Balance

Based on review of the condition of inventories, the management believed that the allowance for inventory obsolescence is adequate to cover possible losses due to the decline in the value of inventories.

The management insured inventories against losses from fire and other risks under blanket policies. Total sum insured for inventories amounted to Rp134.8 billion and Rp157.0 billion as of December 31, 2020 and 2019, respectively. The insurance coverage for inventories of BA, BUMM, BMC, BMI, BPI, SEAPI and BBI are included in the blanket policies of insurance with fixed assets (Note 14). The management believed that the total sum insured is adequate to cover possible losses from fire and certain other risks of the inventories insured.

As of December 31, 2020 and 2019, raw materials and finished goods totaling Rp385.0 billion and Rp533.5 billion, respectively, are pledged as collateral for short-term and long-term loans (Notes 17 and 22).

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10. BEBAN DIBAYAR DIMUKA

	2020	2019
Asuransi	2.110	1.924
Sewa	921	1.021
Lain-lain (dibawah Rp1 miliar)	672	998
Total	3.703	3.943

10. PREPAID EXPENSES

*Insurance
Rent
Others (below Rp1 billion)
Total*

11. ASET LANCAR LAINNYA

	2020	2019
Uang muka		
Pembelian	70.009	102.722
Proyek	37.693	20.441
Operasional	5.105	12.922
Lain-lain (dibawah Rp10 miliar)	17.921	14.261
Kas di bank yang dibatasi penggunaannya	7.751	13.409
Total	138.479	163.755

11. OTHER CURRENT ASSETS

*Advances
Purchases
Projects
Operational
Others (below Rp10 billion)
Restricted cash in banks
Total*

Uang muka pembelian merupakan uang muka yang berkaitan dengan pembelian bahan baku.

Advances for purchases consist of advances for the purchases of raw materials.

Kas di bank yang dibatasi penggunaannya digunakan sebagai jaminan untuk pembayaran pokok atas pinjaman bank jangka pendek (Catatan 17). Seluruh kas di bank yang dibatasi penggunaannya ditempatkan pada pihak ketiga.

Restricted cash in banks are used as collateral for payment of principal for short-term bank loans (Note 17). All placements of restricted cash in banks are with third parties.

12. INVESTASI PADA ENTITAS ASOSIASI**12. INVESTMENTS IN ASSOCIATES**

Jumlah tercatat dan mutasi investasi pada entitas asosiasi adalah sebagai berikut:

Carrying amounts and changes of investment in associates are as follows:

	2020					
	Jumlah Tercatat Awal Tahun/ Carrying Amounts at the Beginning of the Year	Bagian atas Laba Rugi Neto/ Share in Net Profit	Bagian atas Rugi Komprehensif Lain/ Share in Other Comprehensive Loss	Pengaruh Entitas Sepengendali/ Effect of Transactions with Entities under Common Control	Jumlah Tercatat Akhir Tahun/ Carrying Amounts at the End of the Year	
Asosiasi						Associate
PT Bakrie Investa						PT Bakrie Investa
Eco Industri	10.000	-	-	-	10.000	Eco Industri
Total	10.000	-	-	-	10.000	Total

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12. INVESTASI PADA ENTITAS ASOSIASI (Lanjutan)

12. INVESTMENTS IN ASSOCIATES (Continued)

2019					
	Jumlah Tercatat Awal Tahun/ Carrying Amounts at the Beginning of the Year	Bagian atas Laba Neto/ Share in Net Profit	Bagian atas Rugi Komprehensif Lain/ Share in Other Comprehensive Loss	Pengaruh Entitas Sepengendali/ Effect of Transactions with Entities under Common Control	Jumlah Tercatat Akhir Tahun/ Carrying Amounts at the End of the Year
Asosiasi					
Bakrie Petroleum					
International Pte Ltd	379.948	758.870	(29.804)	(1.109.014)	-
PT Bakrie Investa					
Eco Industri	10.000	-	-	-	10.000
Total	389.948	758.870	(29.804)	(1.109.014)	10.000

Associates

Bakrie Petroleum
International Pte Ltd
PT Bakrie Investa
Eco Industri

Total

Informasi keuangan entitas asosiasi adalah sebagai berikut:

Financial information of associate is as follows:

2019				
	Aset/ Assets	Liabilitas/ Liabilities	Pendapatan/ Revenue	Laba neto/ Net profit
Asosiasi				
Bakrie Petroleum				
International Pte. Ltd.	1.739.954	2.781.610	-	1.850.902

Associate

Bakrie Petroleum
International Pte. Ltd.

13. INVESTASI JANGKA PANJANG LAINNYA

13. OTHER LONG-TERM INVESTMENTS

a. Penyertaan saham

a. Investments in shares of stocks

31 Desember / December 31, 2020			
Penyertaan Saham	Persentase Kepemilikan/ Percentage of Ownership (%)	Jumlah/ Amount	Investment in Shares of Stock
PT Cakra Agra Abadi	40.00	701.421	PT Cakra Agra Abadi
PT Seamless Pipe Indonesia Jaya	4.80	128.908	PT Seamless Pipe Indonesia Jaya
PT Kalimantan Jawa Gas	20.00	110.045	PT Kalimantan Jawa Gas
PT Bakrie Kimia Investama	40.00	28.230	PT Bakrie Kimia Investama
PT Sokoria Geothermal Indonesia	3.00	10.342	PT Sokoria Geothermal Indonesia
PT Cimanggis Cibitung Tollways	10.00	9.343	PT Cimanggis Cibitung Tollways
PT Tanjung Jati Power Company	20.00	1.714	PT Tanjung Jati Power Company
PT Petro Storindo Energi	0.45	1.275	PT Petro Storindo Energi
PT Sarana Lampung Ventura	3.07	585	PT Sarana Lampung Ventura
PT Global Komunikasi Dewata	35.00	525	PT Global Komunikasi Dewata
PT Sarana Papua Ventura	5.63	330	PT Sarana Papua Ventura
Total		992.718	Total

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13. INVESTASI JANGKA PANJANG LAINNYA (Lanjutan)

13. OTHER LONG-TERM INVESTMENTS (Continued)

31 Desember / December 31, 2019			
Penyertaan Saham	Persentase Kepemilikan/ Percentage of Ownership	Jumlah/ Amount	Investment in Shares of Stock
	(%)		
PT Seamless Pipe Indonesia Jaya	4.80	128.908	PT Seamless Pipe Indonesia Jaya
PT Kalimantan Jawa Gas	20.00	110.045	PT Kalimantan Jawa Gas
PT Sokoria Geothermal Indonesia	3.00	10.342	PT Sokoria Geothermal Indonesia
PT Cimanggis Cibitung Tollways	10.00	9.343	PT Cimanggis Cibitung Tollways
PT Tanjung Jati Power Company	20.00	1.714	PT Tanjung Jati Power Company
PT Petro Storindo Energi	0.45	1.275	PT Petro Storindo Energi
PT Sarana Lampung Ventura	3.07	585	PT Sarana Lampung Ventura
PT Global Komunikasi Dewata	35.00	525	PT Global Komunikasi Dewata
PT Sarana Papua Ventura	5.63	330	PT Sarana Papua Ventura
Total		263.067	Total

b. Mutasi investasi jangka panjang lainnya

b. Changes in other long-term investments

	2020	2019	
Jumlah tercatat awal tahun	263.067	263.067	Carrying amounts at beginning of year
Penambahan	729.651	-	Additions
Jumlah Tercatat Akhir Tahun	992.718	263.067	Carrying Amounts at End of Year

Kelompok Usaha melakukan investasi penyertaan saham pada perusahaan lain yang sahamnya tidak diperdagangkan di bursa dengan tujuan untuk memperoleh hasil dari potensi pertumbuhan jangka panjang dari perusahaan-perusahaan tersebut.

The Group made certain investments in shares of stock of nonlisted companies in order to gain from the potential long-term growth of these companies.

Pada tanggal 31 Desember 2020 dan 2019, manajemen berkeyakinan bahwa tidak terdapat penurunan nilai atas investasi jangka panjang lainnya.

As of December 31, 2020 and 2019, the management believed that there is no impairment in value of other long-term investments.

14. ASET TETAP

14. FIXED ASSETS

	Saldo 1 Januari/ Balance as of January 1, 2020	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Selisih Kurs Penjabaran/ Translation Adjustment	Saldo 31 Desember/ Balance as of December 31, 2020	
Biaya Perolehan							Acquisition Costs
<u>Pemilikan langsung</u>							<u>Direct ownership</u>
Tanah	468.594	-	(39.369)	-	233	429.458	Land
Hak atas tanah	26.772	-	-	-	-	26.772	Landrights
Prasarana tanah	40.814	-	-	-	393	41.207	Land improvements
Bangunan dan prasarana	536.766	6.112	(61.566)	13.195	916	495.423	Buildings and improvements
Mesin dan peralatan	2.460.518	38.157	-	51.502	1.833	2.552.010	Machinery and equipment
Alat telekomunikasi	119.860	36.636	(13)	-	-	156.483	Telecommunication equipment
Alat pengangkutan	55.389	2.838	(3.179)	(2.832)	263	52.479	Transportation equipment
Perabotan dan peralatan kantor	189.036	1.911	(1.086)	-	91	189.952	Office equipment furniture and fixtures
Subtotal	3.897.749	85.654	(105.213)	61.865	3.729	3.943.784	Subtotal

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14. ASET TETAP (Lanjutan)

	Saldo 1 Januari/ Balance as of January 1, 2020	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Selisih Kurs Penjabaran/ Translation Adjustment	Saldo 31 Desember/ Balance as of December 31, 2020	
<u>Aset hak guna</u>							<u>Right of use asset</u>
Alat pengangkutan	4.839	5.953	-	(6.191)	-	4.601	Transportation equipment
<u>Aset dalam Pengerjaan</u>							<u>Assets under Construction</u>
Bangunan dan prasarana	15.753	11.886	-	(13.195)	-	14.444	Buildings and improvements
Mesin dan peralatan	48.340	29.272	(1.052)	(45.311)	-	31.249	Machinery and equipment
Alat telekomunikasi	59	13	-	-	-	72	Telecommunication equipment
Subtotal	64.152	41.171	(1.052)	(58.506)	-	45.765	Subtotal
Total Biaya Perolehan	3.966.740	132.778	(106.265)	(2.832)	3.729	3.994.150	Total Acquisition Costs
<u>Akumulasi Penyusutan</u>							<u>Accumulated Depreciation</u>
<u>Pemilikan langsung</u>							<u>Direct ownership</u>
Hak atas tanah	17.511	34	-	-	-	17.545	Landrights
Prasarana tanah	14.804	3.343	-	-	165	18.312	Land improvements
Bangunan dan prasarana	248.953	13.729	(157)	-	904	263.429	Buildings and improvements
Mesin dan peralatan	1.255.337	186.675	(31.947)	-	1.730	1.411.795	Machinery and equipment
Alat telekomunikasi	95.519	14.904	-	-	-	110.423	Telecommunication equipment
Alat pengangkutan	39.073	7.607	(2.526)	(2.832)	91	41.413	Transportation equipment
Perabotan dan peralatan kantor	169.540	6.244	(1.371)	-	727	175.140	Office equipment furniture and fixtures
Subtotal	1.840.737	232.536	(36.001)	(2.832)	3.617	2.038.057	Subtotal
<u>Aset hak guna</u>							<u>Right of use asset</u>
Alat pengangkutan	441	517	-	-	-	958	Transportation equipment
Subtotal	441	517	-	-	-	958	Subtotal
Total Akumulasi Penyusutan	1.841.178	233.053	(36.001)	(2.832)	3.617	2.039.015	Total Accumulated Depreciation
<u>Penyisihan kerugian penurunan nilai</u>							<u>Allowance for impairment loss</u>
Mesin dan peralatan	17.167	56.093	-	-	-	73.260	Machinery and equipment
Jumlah Tercatat	2.108.395					1.881.875	Carrying Amounts

	Saldo 1 Januari/ Balance as of January 1, 2019	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Selisih Kurs Penjabaran/ Translation Adjustment	Saldo 31 Desember/ Balance as of December 31, 2019	
Biaya Perolehan							Acquisition Costs
<u>Pemilikan langsung</u>							<u>Direct ownership</u>
Tanah	426.573	2.798	(65.748)	105.633	(662)	468.594	Land
Hak atas tanah	44.439	-	-	(17.667)	-	26.772	Landrights
Prasarana tanah	40.627	187	-	-	-	40.814	Land improvements
Bangunan dan prasarana	585.588	5.569	(17.084)	(33.586)	(3.721)	536.766	Buildings and improvements
Mesin dan peralatan	2.632.425	56.703	(4.841)	(218.558)	(5.211)	2.460.518	Machinery and equipment
Alat telekomunikasi	118.581	338	-	941	-	119.860	Telecommunication equipment
Alat pengangkutan	53.269	3.551	(1.554)	(180)	303	55.389	Transportation equipment
Perabotan dan peralatan kantor	190.520	3.853	(572)	-	(4.765)	189.036	Office equipment furniture and fixtures
Subtotal	4.092.022	72.999	(89.799)	(163.417)	(14.056)	3.897.749	Subtotal
<u>Aset hak guna</u>							<u>Right of use asset</u>
<u>Aset sewaan</u>							<u>Leased assets</u>
Mesin dan peralatan	295	-	-	(295)	-	-	Machinery and equipment
Alat pengangkutan	-	-	-	4.839	-	4.839	Transportation equipment
Alat telekomunikasi	6.013	-	(1.174)	(4.839)	-	-	Telecommunication equipment
Subtotal	6.308	-	(1.174)	(295)	-	4.839	Subtotal
<u>Aset dalam Pengerjaan</u>							<u>Assets under Construction</u>
Bangunan dan prasarana	1.497	14.532	(248)	(28)	-	15.753	Buildings and improvements
Mesin dan peralatan	15.130	36.144	-	(2.934)	-	48.340	Machinery and equipment
Alat telekomunikasi	788	212	-	(941)	-	59	Telecommunication equipment
Subtotal	17.415	50.888	(248)	(3.903)	-	64.152	Subtotal
Total Biaya Perolehan	4.115.745	123.887	(91.221)	(167.615)	(14.056)	3.966.740	Total Acquisition Costs

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14. ASET TETAP (Lanjutan)

14. FIXED ASSETS (Continued)

	Saldo 1 Januari/ Balance as of January 1, 2019	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Selisih Kurs Penjabaran/ Translation Adjustment	Saldo 31 Desember/ Balance as of December 31, 2019	
Akumulasi Penyusutan							Accumulated Depreciation
<u>Pemilikan langsung</u>							<u>Direct ownership</u>
Hak atas tanah	26.665	-	-	(9.154)	-	17.511	Landrights
Prasarana tanah	27.886	1.966	-	(15.048)	-	14.804	Land improvements
Bangunan dan prasarana	347.663	16.874	(3.678)	(108.743)	(3.163)	248.953	Buildings and improvements
Mesin dan peralatan	1.038.533	158.605	(2.628)	65.822	(4.995)	1.255.337	Machinery and equipment
							Telecommunication
Alat telekomunikasi	90.992	7.180	-	(2.653)	-	95.519	equipment
Alat pengangkutan	41.282	3.747	(845)	(4.144)	(967)	39.073	Transportation equipment
Perabotan dan peralatan kantoor	170.797	9.218	(363)	(7.774)	(2.338)	169.540	Office equipment furniture and fixtures
Subtotal	1.743.818	197.590	(7.514)	(81.694)	(11.463)	1.840.737	Subtotal
<u>Aset hak guna</u>							<u>Right of use asset</u>
<u>Aset sewaan</u>							<u>Leased assets</u>
Alat pengangkutan	-	-	-	441	-	441	Transportation equipment
							Telecommunication
Alat telekomunikasi	3.193	516	(465)	(3.244)	-	-	equipment
Subtotal	3.193	516	(465)	(2.803)	-	441	Subtotal
Total Akumulasi Penyusutan	1.747.011	198.106	(7.979)	(84.497)	(11.463)	1.841.178	Total Accumulated Depreciation
<u>Penyisihan kerugian penurunan nilai</u>							<u>Allowance for impairment loss</u>
Mesin dan peralatan	40.285	-	-	(23.118)	-	17.167	Machinery and equipment
Jumlah Tercatat	2.328.449					2.108.395	Carrying Amounts

Alokasi beban penyusutan adalah sebagai berikut:

Allocation of depreciation expense is as follows:

	2020	2019	
Beban pokok pendapatan	218.096	178.069	Cost of revenues
Beban umum dan administrasi (Catatan 33)	14.957	20.037	General and administrative expenses (Note 33)
Total	233.053	198.106	Total

Rincian aset dalam pengerjaan adalah sebagai berikut:

Details of assets under construction are as follows:

	Persentase Penyelesaian/ Percentage of Completion (%)	Nilai Tercatat/ Carrying Value (Rp)	Estimasi Tahun Penyelesaian/ Estimated Year of Completion	
2020				2020
Mesin dan peralatan	51-95	14.444	2021	Machinery and equipment
Bangunan dan prasarana	51-95	31.249	2021	Building and improvements
				Telecommunication
Alat telekomunikasi	35	72	2021	equipment
Total		45.765		Total
2019				2019
Mesin dan peralatan	51-95	48.340	2020	Machinery and equipment
Bangunan dan prasarana	51-95	15.753	2020	Building and improvements
				Telecommunication
Alat telekomunikasi	35	59	2020	equipment
Total		64.152		Total

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14. ASET TETAP (Lanjutan)

Manajemen berkeyakinan bahwa tidak ada hambatan yang dapat mengganggu penyelesaian atas aset-aset tersebut.

Pada tanggal 31 Desember 2020 dan 2019, tidak terdapat aset tetap yang tidak dipakai sementara dan aset tetap yang dihentikan dari penggunaan aktif.

Pada tanggal 31 Desember 2020 dan 2019, jumlah tercatat aset tetap bruto yang telah disusutkan penuh dan masih digunakan masing-masing adalah sebesar Rp1.284,7 miliar dan Rp913,4 miliar.

Aset tetap dengan kepemilikan langsung diasuransikan terhadap risiko kebakaran, risiko gempa bumi dan risiko lainnya berdasarkan suatu paket polis. Jumlah nilai pertanggungan asuransi aset tetap masing-masing sebesar Rp1,8 triliun dan USD5 juta pada tanggal 31 Desember 2020 serta Rp1,9 triliun dan USD5,0 juta pada tanggal 31 Desember 2019. Nilai pertanggungan asuransi atas aset tetap BMI, BPI, SEAPI, BBI, BA, BUMM, BMC, BIIN dan MKN termasuk nilai pertanggungan asuransi atas persediaan (Catatan 9).

Manajemen berkeyakinan bahwa nilai pertanggungan tersebut telah memadai untuk menutup kemungkinan kerugian atas aset tetap yang dipertanggungkan.

Pada tanggal 31 Desember 2020 dan 2019, tanah, bangunan dan mesin milik BPI dan BA, tanah dan bangunan pabrik milik BBI digunakan sebagai jaminan atas pinjaman jangka pendek dan pinjaman jangka panjang (Catatan 17 dan 22).

Tidak ada perbedaan signifikan antara jumlah terpulihkan dan jumlah tercatat aset tetap selain mesin dan peralatan. Kelebihan dari jumlah tercatat terhadap jumlah terpulihkan yang diakui sebagai penyisihan kerugian penurunan nilai pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp73,2 miliar dan Rp17,2 miliar.

Berdasarkan penelaahan terhadap jumlah tercatat aset tetap, manajemen Kelompok Usaha berkeyakinan bahwa penyisihan kerugian penurunan nilai telah memadai.

15. BIAYA PENGEMBANGAN PROYEK

Akun ini terutama merupakan akumulasi biaya-biaya yang terjadi sehubungan dengan proyek-proyek sebagai berikut:

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14. FIXED ASSETS (Continued)

The management believed that there are no obstacles that can interfere with the completion of these assets.

As of December 31, 2020 and 2019, there are no temporarily idle fixed assets and fixed assets retired from active use.

As of December 31, 2020 and 2019, the gross carrying amount of fully depreciated fixed assets that are still being used amounted to Rp1,284.7 billion and Rp913.4 billion, respectively.

Direct ownership of fixed assets is covered by insurance against losses from fire, earthquake and other risk under blanket policies. Total sum insured for fixed assets amounted to Rp1.8 trillion and USD5 million as of December 31, 2020 and Rp1.9 trillion and USD5.0 million as of December 31, 2019. The insurance coverage for fixed assets of BMI, BPI, SEAPI, BBI, BA, BUMM, BMC, BIIN and MKN includes sum insured for inventories (Note 9).

The management believed that the sum insured is adequate to cover the possible losses from these insured risks.

As of December 31, 2020 and 2019, land, buildings and machinery of BPI and BA, land and factory buildings of BBI are pledged as collateral for short-term loans and long-term loans (Notes 17 and 22).

There is no significant difference between the recoverable amount and carrying amount of fixed assets other than machinery and equipment. The excess of the carrying amount against the recoverable amount recognized as allowance for impairment loss as of December 31, 2020 and 2019 amounted to Rp73.2 billion and Rp17.2 billion, respectively.

Based on a review of the carrying amounts of fixed assets, the management of the Group believed that allowance for impairment loss is adequate.

15. PROJECT DEVELOPMENT COSTS

This account represents accumulated costs incurred in relation to the projects as follows:

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15. BIAYA PENGEMBANGAN PROYEK (Lanjutan)

	2020	2019
Pipa dan besi baja - Kertapati	-	200.792
Lain-lain	48.020	116.301
Total	48.020	317.093
Dikurang penyisihan kerugian atas penurunan nilai	-	(290.883)
Neto	48.020	26.210

Pipa dan besi baja - Kertapati

Proyek pipa dan besi baja (Kertapati) merupakan proyek jaringan pipanisasi distribusi bahan bakar minyak (BBM) dari Kertapati ke Jambi sepanjang 300 km oleh PT Bakrie Harper (BHP), Entitas Anak, yang telah dimulai sejak tanggal 19 Mei 1997. Proyek tersebut berbentuk "Build and Rent" (B&R), dimana BHP merencanakan akan membangun dan mengoperasikan jaringan tersebut sedangkan PT Pertamina (Persero) akan menyewa jaringan tersebut dari BHP.

Akibat kondisi ekonomi yang memburuk, proyek tersebut untuk sementara dihentikan dan Pertamina bermaksud untuk menegosiasikan kembali proyek tersebut. Pada tahun 2001, BHP dan Pertamina telah menilai kewajiban Pertamina kepada BHP (Catatan 40b).

Pada tahun 2009, manajemen memutuskan untuk melakukan penyisihan penuh sejumlah Rp200,8 miliar atas nilai proyek tersebut, karena belum ada kejelasan tentang kelanjutan proyek tersebut dan adanya ketidakpastian kapan dana yang telah dikeluarkan untuk membiayai proyek tersebut dapat tertagih.

Pada tanggal 21 Februari 2018, Badan Arbitrasi Nasional Indonesia (BANI) telah memutuskan perkara antara PT Bakrie Harper selaku "Pemohon" dan PT Pertamina (Persero) selaku "Termohon", adapun putusan tersebut berdasarkan adanya permohonan dari Pemohon untuk menyelesaikan pengakhiran perjanjian dan kewajiban Termohon terhadap Pemohon berdasarkan Perjanjian Pembangunan, Pengoperasian, Penyewaan dan Pemeliharaan Pipanisasi Kertapati-Jambi No. SPB-1474A/C000/96 tertanggal 20 November 1996 ("Perjanjian"), dimana Pemohon telah melaksanakan proyek sesuai Perjanjian namun terhenti karena adanya permintaan dari Termohon untuk melakukan negosiasi dan menilai ulang nilai Perjanjian. Pada putusannya, BANI menetapkan antara lain bahwa Perjanjian dinyatakan berakhir dan Termohon wajib melakukan pembayaran atas pekerjaan yang telah dilakukan oleh Pemohon sesuai dengan permintaan dari Pemohon.

15. PROJECT DEVELOPMENT COSTS (Continued)

	2020	2019
Pipa and steel - Kertapati	-	200.792
Others	48.020	116.301
Total	48.020	317.093
Less allowance for impairment losses	-	(290.883)
Net	48.020	26.210

Pipe and steel - Kertapati

Pipe and steel project (Kertapati) is a pipeline project which distributes fuel oil from Kertapati to Jambi with a distance of 300 kilometers and was started on May 19, 1997. The project is a "Build and Rent" (B&R), whereby PT Bakrie Harper (BHP), a Subsidiary, planned to build and operate the network, which has been rented by PT Pertamina (Persero).

Due to the adverse economic condition, the project has been temporarily halted and PT Pertamina (Persero) intends to renegotiate the project. In 2001, BHP and Pertamina have evaluated Pertamina's obligation to BHP (Note 40b).

In 2009, the management decided to provide full allowance amounting to Rp200.8 billion due to the uncertainty as to whether the project will be continued and when the utilized funds to finance such project will be collectible.

On February 21, 2018, Badan Arbitrasi Nasional Indonesia (BANI) has decided that the lawsuit between PT Bakrie Harper as "Plaintiff" and PT Pertamina (Persero) as "Defendant", while the decision is based on appeal from the Plaintiff to complete termination of agreement and obligations of the Defendant against the Plaintiff based on Agreement of Development, Operation, Leasing and Maintenance of Kertapati-Jambi Pipeline No. SPB-1474 A/C000/96 dated November 20, 1996 ("Agreement"), whereby the Plaintiff has carried out the project under the Agreement but was suspended due to appeal from the Defendant to negotiate and reassess the Agreement. In its decision, BANI stipulates, among others, that the Agreement is expired and the Defendant should make payment for the work which has been done by the Plaintiff in accordance with appeal from the Plaintiff.

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15. BIAYA PENGEMBANGAN PROYEK (Lanjutan)

Pada tanggal 11 Mei 2020, PT Bakrie Harper dan PT Pertamina (Persero) telah menindaklanjuti putusan BANI tanggal 21 Februari 2018 dengan menyelesaikan permasalahan mereka melalui kesepakatan pembayaran yang dilakukan PT Pertamina (Persero). Selanjutnya, PT Bakrie Harper dan PT Pertamina (Persero) melakukan penyelesaian berupa serah terima dokumen terkait proyek pipanisasi Kertapati - Jambi. Dengan telah dilaksanakannya keputusan BANI tersebut, maka manajemen PT Bakrie Harper memutuskan untuk menghapuskan Biaya Pengembangan Proyek Pipa dan Besi Baja Kertapati yang telah dicadangkan seluruhnya.

16. ASET TIDAK LANCAR LAINNYA

	2020	2019
Kas di bank yang dibatasi penggunaannya		
<u>Rupiah</u>		
PT Bank Rakyat Indonesia (Persero) Tbk	79.289	150.609
PT Bank Negara Indonesia Tbk	2.142	5.555
PT Bank Mandiri (Persero) Tbk	200	7.000
Lain-lain (dibawah Rp1 miliar)	871	871
Subtotal	82.502	164.035
<u>Mata uang asing</u>		
PT Bank Rakyat Indonesia (Persero) Tbk	1.126	700
PT Bank Mandiri (Persero) Tbk	363	-
Subtotal	1.489	700
Total kas di bank yang dibatasi penggunaannya	83.991	164.735
Taksiran restitusi pajak	61.954	91.498
Biaya riset dan pengembangan	16.239	7.227
Piutang tidak lancar	13.423	9.979
Jaminan	14.625	19.383
Dana garansi	4.958	12.436
Piutang dari komisaris, direktur dan karyawan (Catatan 38g)	47	316
Lain-lain (dibawah Rp1 miliar)	16.012	15.289
Total	211.249	320.863

Kas di bank yang dibatasi penggunaannya digunakan sebagai jaminan untuk pembayaran pokok atas pinjaman bank jangka panjang dan sebagai jaminan atas kontrak konstruksi dan kontrak jangka panjang dengan pemasok yang diterima Kelompok Usaha (Catatan 22). Seluruh kas di bank yang dibatasi penggunaannya ditempatkan pada pihak ketiga.

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15. PROJECT DEVELOPMENT COSTS (Continued)

On May 11, 2020, PT Bakrie Harper and PT Pertamina (Persero) followed up on BANI's decision on February 21, 2018 with completing their decision through a payment agreement made by PT Pertamina (Persero). Furthermore, PT Bakrie Harper and PT Pertamina (Persero) made a settlement in the form of handover of documents related to the Kertapati - Jambi pipeline project. With the implementation of the BANI decision, the management of PT Bakrie Harper decided to write-off the Kertapati Steel Pipe and Steel project development costs which has been fully impaired.

16. OTHER NON-CURRENT ASSETS

Restricted cash in banks
<u>Rupiah</u>
PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Negara Indonesia Tbk
PT Bank Mandiri (Persero) Tbk
Others (below Rp1 billion)
Subtotal
<u>Foreign currencies</u>
PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk
Subtotal
Total restricted cash in banks
Estimated claims for tax refund
Research and development costs
Non-current receivables
Security deposits
Guarantee funds
Receivable from commissioners, directors and employees (Note 38g)
Others (below Rp1 billion)
Total

Restricted cash in banks are used as collateral for payment of principal for long-term bank loans and guarantee for construction contracts and other long-term contracts with suppliers obtained by the Group (Note 22). All placements of restricted cash in banks are with third parties.

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17. PINJAMAN JANGKA PENDEK

17. SHORT-TERM LOANS

	2020	2019	
Pinjaman Bank dan Bukan Bank Rupiah			Bank and Non-Bank Loans Rupiah
PT Bank Rakyat Indonesia Tbk, Indonesia	148.952	150.464	PT Bank Rakyat Indonesia Tbk, Indonesia
Surat Sanggup Seri II, Indonesia	148.875	148.875	Promissory Note II, Indonesia
Surat Sanggup Seri I, Indonesia	39.662	39.662	Promissory Note I, Indonesia
PT Bank Artha Graha Internasional Tbk, Indonesia	32.000	23.705	PT Bank Artha Graha Internasional Tbk, Indonesia
PT Bank Bukopin Tbk, Indonesia	11.419	12.282	PT Bank Bukopin Tbk, Indonesia
Lain-lain (dibawah Rp10 miliar)	35.858	45.152	Others (below Rp10 billion)
Subtotal	416.766	420.140	Subtotal
Mata uang asing (USD)			Foreign currency (USD)
Daley Capital Limited, Kepulauan Cayman	14.091	13.887	Daley Capital Limited, Cayman Island
Lain-lain (dibawah Rp10 miliar)	6.136	8.827	Others (below Rp10 billion)
Subtotal	20.227	22.714	Subtotal
Total	436.993	442.854	Total

Pinjaman jangka pendek dikenakan bunga tahunan sebagai berikut:

Short-term loans bear annual interest rates as follows:

	2020 dan / and 2019	
Rupiah	7,5% - 20,5%	Rupiah
Dolar AS	3% - 20%	US Dollar

a. PT Bank Rakyat Indonesia (Persero) Tbk

- Berdasarkan Akta Notaris Dewantari Handayani S.H., MPA. No. 14, 15, 16 dan 17 pada tanggal 5 Juli 2018, BPI menandatangani perjanjian pinjaman dengan PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") untuk menyediakan fasilitas kredit yang digunakan untuk kegiatan operasional BPI. Fasilitas ini terdiri dari:
 - Fasilitas Kredit Modal Kerja Impor (KMKI)/ Penangguhan Jaminan Impor (PJI) valuta asing dalam bentuk *Pseudo R/C* dengan plafon maksimal sebesar USD13,0 juta yang bersifat interchangeable dengan fasilitas PJI, baik *Sight* maupun *Usance Letter of Credit (L/C)*/Surat Kredit Berdokumen Dalam Negeri (SKBDN) dengan jangka waktu maksimal seratus delapan puluh (180) hari;
 - Fasilitas Kredit Modal Kerja *Withdrawal with Approval (W/A)* dalam bentuk *pseudo Rekening Koran (R/K)* sesuai dengan kontrak proyek, dengan plafon maksimal sebesar Rp140,0 miliar untuk tambahan modal kerja;
 - Fasilitas Bank Garansi dengan maksimum plafon sebesar USD16,0 juta; dan
 - Fasilitas *Forex Line* dengan maksimum plafon sebesar USD20,0 juta yang digunakan untuk transaksi jual beli valuta asing dengan penyelesaian valuta dalam periode tertentu (*value today, tomorrow, spot dan forward*).

a. PT Bank Rakyat Indonesia (Persero) Tbk

- Based on Notarial Deed Nos. 14, 15, 16 and 17 of Dewantari Handayani S.H., MPA. dated July 5, 2018, BPI entered into a loan agreement with PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") to provide credit facilities used for operating activities of BPI. The facilities consisted of:
 - Import Working Capital Credit Facility (KMKI)/ Import Suspension (PJI) of foreign currency in the form of *Pseudo R/C* with maximum plafond amounting to USD13.0 million which is interchangeable with PJI facility, either *Sight* or *Usance Letter of Credit (L/C)*/Surat Kredit Berdokumen Dalam Negeri (SKBDN) with maximum term of one hundred and eighty (180) days;
 - Working Capital Withdrawal with Approval (W/A) Credit Facility in the form of *pseudo Bank Account (R/K)* in accordance with project contract with maximum plafond amounting to Rp140.0 billion for additional working capital;
 - Bank Guarantee facility with maximum plafond amounting to USD16.0 million; and
 - Forex Line facility with maximum plafond amounting to USD20.0 million used for foreign exchange sale and purchase transactions with the settlement of currencies within a certain period (*value today, tomorrow, spot and forward*).

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17. PINJAMAN JANGKA PENDEK (Lanjutan)

Fasilitas tersebut dijamin dengan:

- i. Agunan pokok terdiri dari persediaan barang bahan baku (HRC), barang jadi (pipa) dan piutang usaha BPI atas proyek yang dibiayai dari fasilitas kredit BRI.
- ii. Agunan tambahan ruang kantor BPI yang berada di Bakrie Tower Lt. 7 dengan luas 533,10 m², tanah, bangunan dan mesin di Jl. Raya Perjuangan, Medan Satria, Bekasi Barat dengan luas 122.745 m² dan agunan kredit atas nama BMI.

Perjanjian pinjaman telah mengalami beberapa kali perubahan, terakhir berdasarkan dengan Akta Notaris No. 40, 41, 42 dan 43 oleh Dewantari Handayani S.H., MPA. tanggal 19 Agustus 2020. Fasilitas pinjaman tersebut telah diperpanjang sampai dengan tanggal 10 Juni 2021. Berdasarkan perpanjangan perjanjian pinjaman, plafon maksimal dari fasilitas pinjaman yang diperbarui sebagai berikut:

- i. KMKI/PJI valuta asing dalam bentuk Pseudo R/C dengan plafon maksimal sebesar USD26,0 juta.
- ii. KMK W/A dalam bentuk pseudo R/K sesuai dengan kontrak proyek, dengan plafon maksimal sebesar Rp280,0 miliar.

Pada tanggal 16 April 2019, BPI menandatangani Akta Perjanjian Cash Collateral No. 23, 26 dan B-279 dengan BRI untuk menyediakan fasilitas kredit dengan maksimum kredit sejumlah Rp53,89 miliar yang digunakan untuk kegiatan operasional Perusahaan. Fasilitas pinjaman tersebut telah diperpanjang sampai dengan tanggal 16 April 2021. Fasilitas tersebut dijamin dengan jaminan deposito sebesar Rp55 miliar.

Berdasarkan perjanjian-perjanjian, BPI tidak diperkenankan melakukan kegiatan-kegiatan berikut tanpa persetujuan tertulis terlebih dahulu dari BRI, antara lain:

- i. Menyatakan kebangkrutan atau mengajukan surat permohonan pailit ke Pengadilan.
- ii. Mendapatkan fasilitas kredit dari bank atau lembaga keuangan lainnya.
- iii. Melakukan perubahan anggaran dasar, perubahan atau pengalihan kepemilikan saham dan perubahan struktur permodalan.
- iv. Menjual jaminan kepada pihak lain.
- v. Menjaga *Current Ratio* minimal 1:1, *Debt to Equity Ratio* maksimal 2:1 dan *Debt Service Coverage Ratio* minimal 1:1.

Pada tahun 2020, BPI telah membayar sebesar Rp397,9 miliar atas fasilitas pinjaman ini.

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17. SHORT-TERM LOANS (Continued)

The facilities are secured by:

- i. Principal collateral consisted of the BPI's raw materials (HRC), finished goods (pipe) inventories and trade receivables on projects financed from the credit facilities with BRI.
- ii. Additional collateral consisted of the BPI's office space at Bakrie Tower Lt. 7 with area of 533.10 m², land, building and machinery at Jl. Raya Perjuangan, Medan Satria, Bekasi Barat with area of 122,745 m² and credit collateral under name of BMI.

The loan agreement has been amended several times, the latest being based on Notarial Deed Nos. 40, 41, 42, and 43 of Dewantari Handayani S.H., MPA. dated August 19, 2020. The loan facilities have been extended until June 10, 2021. Based on the amended loan agreement, the maximum plafond of the following loan facilities are updated as follows:

- i. KMKI/PJI of foreign currency in the form of Pseudo R/C with maximum plafond amounting to USD26.0 million.
- ii. Working Capital W/A Credit Facility in the form of pseudo R/K in accordance with project contract with maximum plafond amounting to Rp280.0 billion.

On April 16, 2019, BPI entered into Cash Collateral Loan Agreement Nos. 23, 26 and B-279 with BRI to provide credit facility with maximum credit amounting to Rp53.89 billion to be used for the operational activities of the Company. The credit facility is secured by deposits amounting to Rp55 billion. The loan facility has been extended until April 16, 2021.

Based on these agreements, BPI shall not perform transactions to carryout the following activities without the prior written approval from the BRI, among others:

- i. Declare bankruptcy or submit letter of bankruptcy petition to the Courts.
- ii. Obtain credit facility from a bank or other financial institution.
- iii. Change the article of association, changes or transfers the shares ownership and structure of capital.
- iv. Sell the collateral assets to another party.
- v. Maintained the Current Ration at minimum 1:1, Debt to Equity Ratio at maximum 2:1 and Debt Service Coverage Ratio at minimum 1:1.

In 2020, BPI paid a total amount of Rp397.9 billion for these loan facilities.

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17. PINJAMAN JANGKA PENDEK (Lanjutan)

2. Berdasarkan Akta Perjanjian Kredit No. 89 pada tanggal 27 November 2017, PT Bangun Bantala Indonesia (Bantala) memperoleh fasilitas Kredit Modal Kerja dalam bentuk Rekening Koran (R/K Maksimum Co. Tetap), *interchangeable* dengan fasilitas Surat Kredit Berdokumen Dalam Negeri (SKBDN) dan/atau bank garansi dari BRI dengan batas pinjaman maksimum sebesar Rp5,0 miliar dan fasilitas SKBDN dan/atau bank garansi dengan batas pinjaman maksimum sebesar Rp3,0 miliar. Fasilitas ini telah diperpanjang beberapa kali, berdasarkan perjanjian terakhir akan jatuh tempo pada tanggal 11 Desember 2021.

Fasilitas pinjaman ini dijamin dengan piutang usaha dan persediaan milik Bantala, serta dua (2) bidang tanah dan bangunan dengan SHGB No. 175 dan SHGB No. 176 atas nama BBI yang berlokasi di Jl. Jenderal Gatot Subroto No. 30 RT 01/01 Kelurahan Pahoman, Kecamatan Enggal, Kota Bandar Lampung, Provinsi Lampung.

Berdasarkan perjanjian, Bantala tidak diperkenankan melakukan kegiatan-kegiatan berikut tanpa persetujuan tertulis terlebih dahulu dari BRI, antara lain:

- Menyatakan kebangkrutan atau mengajukan surat permohonan pailit ke Pengadilan.
- Mendapatkan fasilitas kredit dari bank atau lembaga keuangan lainnya.
- Melakukan perubahan anggaran dasar, perubahan atau pengalihan kepemilikan saham dan perubahan struktur permodalan.

Pada tahun 2020, Bantala telah membayar sebesar Rp0,5 miliar atas fasilitas pinjaman ini.

Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman masing-masing adalah sebesar Rp149,0 miliar dan Rp150,5 miliar.

b. Surat Sanggup (PN) Seri II

Pada tanggal 9 Februari 2012, Perusahaan bersama-sama dengan beberapa pihak, menandatangani Perjanjian Penerbitan Surat Sanggup Seri II dengan jumlah nominal sebesar Rp2,6 triliun yang jatuh tempo sembilan puluh (90) hari sejak tanggal penerbitan.

Surat Sanggup Seri II ini diterbitkan bersamaan dengan Surat Sanggup Seri I yang digunakan untuk menyelesaikan kewajiban Surat Utang Jangka Menengah dengan kewajiban keseluruhan sebesar Rp3,2 triliun. Rincian pemberi pinjaman sebagai berikut:

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17. SHORT-TERM LOANS (Continued)

2. Based on Credit Agreement Deed No. 89 on November 27, 2017, PT Bangun Bantala Indonesia (Bantala) obtain a Working Capital Loan with R/K Maximum Co. Fixed, interchangeable with the Local Letter of Credit Facility (SKBDN) and/or bank guarantee from BRI with maximum credit facility amounting to Rp5.0 billion and SKBDN facility and/or bank guarantee with maximum credit facility amounting to Rp3.0 billion. This facility has been extended several times, based on the latest agreement will be due on December 11, 2021.

This loan facility is secured with Bantala's trade receivables and inventories, and two (2) units of land and building with SHGB No. 175 and SHGB No. 176 on behalf of BBI located at Jl. Jenderal Gatot Subroto No. 30 RT 01/01, Pahoman Sub-district, Enggal District, Bandar Lampung City, Lampung Province.

Based on the agreement, Bantala shall not perform transactions to carryout the following activities without the prior written approval from the BRI, among others:

- Declare bankruptcy or submit letter of bankruptcy petition to the Courts.
- Obtain credit facility from a bank or other financial institution.
- Change the article of association, changes or transfers the shares ownership and structure of capital.

In 2020, Bantala paid a total amount of Rp0.5 billion for these loan facilities.

As of December 31, 2020 and 2019, the outstanding balance of these loans amounted to Rp149.0 billion and Rp150.5 billion.

b. Promissory Notes (PN) Series II

On February 9, 2012, the Company, together with certain parties, signed an agreement for Promissory Notes Series II amounting to Rp2.6 trillion, which is due within ninety (90) days from the date of issuance.

The Promissory Notes Series II were issued at the same time with Promissory Notes Series I which were used to settle the Company's Medium Term Notes amounting to Rp3.2 trillion. Details of lenders are as follows:

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17. PINJAMAN JANGKA PENDEK (Lanjutan)

17. SHORT-TERM LOANS (Continued)

Pemberi pinjaman	Surat Sanggup Seri II / Promissory Notes Series II		Nilai Penerbitan PN/ Nominal PN Issued	Lenders
	2020	2019		
PT Prima Elok Makmur	73.258	73.258	-	PT Prima Elok Makmur
PT Danpac Futures	47.007	47.007	-	PT Danpac Futures
PT Batasa Capital	-	-	289.537	PT Batasa Capital
PT Ciptadana Securities	-	-	130.236	PT Ciptadana Securities
HPAM Maestro Flexi 1	-	-	1.589.324	HPAM Maestro Flexi 1
HPAM Maestro Flexi 2	-	-	314.801	HPAM Maestro Flexi 2
MSN Tara Ltd	-	-	111.284	MSN Tara Ltd
Lain-lain	28.610	28.610	150.508	Others
Total	148.875	148.875	2.585.690	Total

Pada tanggal 11 September 2013, PT Ciptadana Securities mengalihkan Surat Sanggup Nomor BNBR-PN003-II/2012 senilai Rp73,3 miliar kepada PT Ciptadana Capital dan Surat Sanggup Nomor BNBR-PN004-II/2012 sebesar Rp47,0 miliar kepada PT Danpac Futures.

Pada tanggal 8 Desember 2016, PT Ciptadana Capital mengalihkan Surat Sanggup Nomor BNBR-PN003-II/2012 sebesar Rp73,3 miliar kepada PT Prima Elok Makmur.

Pada tahun 2016, Perusahaan melakukan penyelesaian beberapa pemegang PN II melalui penerbitan OWK.

Saldo surat sanggup ini pada tanggal 31 Desember 2020 dan 2019 adalah sebesar Rp148,9 miliar.

On September 11, 2013, PT Ciptadana Securities transferred Promissory Notes No. BNBR-PN003-II/2012 amounting to Rp73.3 billion to PT Ciptadana Capital and Promissory Notes No. BNBR-PN004-II/2012 amounting to Rp47.0 billion to PT Danpac Futures.

On December 8, 2016, PT Ciptadana Capital transferred Promissory Notes No. BNBR-PN003-II/2012 amounting to Rp73.3 billion to PT Prima Elok Makmur.

In 2016, the Company has settled outstanding balance from several PN II holders through the issuance of MCB.

Outstanding balance of these Promissory Notes as of December 31, 2020 and 2019 amounted to Rp148.9 billion.

c. Surat Sanggup (PN) Seri I

Pada tanggal 9 Februari 2012, Perusahaan bersama-sama dengan beberapa pihak, menandatangani Perjanjian Penerbitan Surat Sanggup Seri I tanpa bunga dengan jumlah nominal sebesar Rp642,2 miliar yang jatuh tempo dalam empat puluh lima (45) hari sejak tanggal penerbitan.

Rincian pemberi pinjaman adalah sebagai berikut:

c. Promissory Notes (PN) Series I

On February 9, 2012, the Company, together with certain parties, signed non-interest bearing Promissory Notes Series I agreement amounting to Rp642.2 billion which is due within (forty five) 45 days since the date of issuance.

Details of lenders are as follows:

Pemberi pinjaman	Surat Sanggup Seri I/Promissory Notes Series I		Nilai Penerbitan PN/ Nominal PN Issued	Lenders
	2020	2019		
PT Prima Elok Makmur	32.559	32.559	-	PT Prima Elok Makmur
PT Ciptadana Securities	-	-	32.559	PT Ciptadana Securities
PT Batasa Capital	-	-	71.885	PT Batasa Capital
HPAM Maestro Flexi 1	-	-	394.592	HPAM Maestro Flexi 1
HPAM Maestro Flexi 2	-	-	78.158	HPAM Maestro Flexi 2
MSN Tara Ltd	-	-	27.629	MSN Tara Ltd
Lain-lain	7.103	7.103	37.368	Others
Total	39.662	39.662	642.191	Total

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17. PINJAMAN JANGKA PENDEK (Lanjutan)

Pada tanggal 11 September 2013, PT Ciptadana Securities mengalihkan Surat Sanggup No. BNBR-PN003-I/2012 senilai Rp32,6 miliar kepada PT Ciptadana Capital.

Pada tanggal 8 Desember 2016, PT Ciptadana Capital mengalihkan Surat Sanggup No. BNBR-PN003-I/2012 senilai Rp32,6 miliar kepada PT Prima Elok Makmur.

Surat Sanggup ini digunakan untuk menyelesaikan Surat Utang Jangka Menengah Perusahaan.

Pada tahun 2016, Perusahaan melakukan penyelesaian saldo terutang kepada beberapa pemegang PN I melalui penerbitan OWK.

Saldo Surat Sanggup pada tanggal 31 Desember 2020 dan 2019 adalah sebesar Rp39,7 miliar.

d. PT Bank Artha Graha Internasional Tbk

Pada tanggal 7 Januari 2011, MKN memperoleh fasilitas kredit dari PT Bank Artha Graha Internasional Tbk (BAG) dengan plafon sebesar Rp84 miliar yang dipergunakan untuk pembiayaan proyek MKN. Fasilitas kredit ini memiliki jangka waktu kredit dua belas (12) bulan. Pinjaman ini dijamin dengan tanah, bangunan (termasuk sarana pelengkap) serta mesin dan peralatan atas nama SEAPI di Desa Sumur, Jl. Lintas Timur Sumatera, Penengahan, South Lampung.

Perjanjian pinjaman ini telah diperpanjang beberapa kali, terakhir pada tanggal 30 April 2020 dan memperpanjang tanggal jatuh tempo pinjaman pada tanggal 18 April 2021.

Berdasarkan perjanjian, MKN tidak diperkenankan melakukan kegiatan-kegiatan berikut tanpa persetujuan tertulis terlebih dahulu dari BAG, antara lain:

- Melakukan merger atau konsolidasi dengan badan usaha lain.
- Melakukan perubahan anggaran dasar, perubahan atau pengalihan kepemilikan saham dan perubahan struktur permodalan.
- Bertindak sebagai penjamin dan menjaminkan harta kekayaan yang telah dijamin kepada BAG kepada pihak lain.
- Memperoleh pinjaman baru dari bank atau lembaga keuangan lainnya.
- Menjual atau mengalihkan aset-aset MKN yang dijaminkan kepada BAG dan yang bisa mengakibatkan terganggunya operasional MKN.

Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman masing-masing adalah sebesar Rp32,0 miliar dan Rp23,7 miliar.

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17. SHORT-TERM LOANS (Continued)

On September 11, 2013, PT Ciptadana Securities transferred Promissory Notes No. BNBR-PN003-I/2012 amounting to Rp32.6 billion to PT Ciptadana Capital.

On December 8, 2016, PT Ciptadana Capital transferred Promissory Notes No. BNBR-PN003-I/2012 amounting to Rp32.6 billion to PT Prima Elok Makmur.

These Promissory Notes are issued to settle the Company's Medium Term Notes.

In 2016, the Company has settled outstanding balance from several PN I holders through issuance of MCB.

Outstanding balance of these Promissory Notes as of December 31, 2020 and 2019 amounted to Rp39.7 million.

d. PT Bank Artha Graha Internasional Tbk

On January 7, 2011, MKN obtained credit facilities from PT Bank Artha Graha Internasional Tbk (BAG) with plafond amounting to Rp84 billion which was used to finance MKN's projects. These credit facilities have a credit period of twelve (12) months. The loan is collateralized by SEAPI's land, factory building (including improvements) and machinery and equipment located at Desa Sumur, Jl. Lintas South Sumatera, Penengahan, South Lampung.

The loan agreement has been amended several times, the latest being on April 30, 2020 and extended the maturity date of the loan to April 18, 2021.

Based on the agreement, MKN shall not perform transactions to carryout the following activities without the prior written approval from the BAG, among others:

- Merge or consolidate with other business entities.
- Change the articles of association, changes or transfers the shares ownership and structure of capital.
- Act as a guarantor and pledge the assets that have been designated as collateral by BAG to third parties.
- Obtain credit facility from a bank or other financial institution.
- Sell or transfer MKN's assets used as collateral to BAG and which can result to disrupt MKN's operational activities.

As of December 31, 2020 and 2019, the outstanding balance of this loan amounted to Rp32.0 billion and Rp23.7 billion, respectively.

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17. PINJAMAN JANGKA PENDEK (Lanjutan)

e. PT Bank Bukopin Tbk

1. Pada tanggal 12 April 2018, BA memperoleh fasilitas pinjaman dari PT Bank Bukopin Tbk ("Bukopin") dengan plafon maksimal sebesar Rp15,0 miliar dalam bentuk *Letter of Credit Usance Payable at Sight* (L/C UPAS) dengan jangka waktu maksimal tiga (3) bulan. Pinjaman tersebut digunakan oleh BA sebagai talangan pembayaran tagihan listrik PLN.

Fasilitas tersebut dijamin dengan:

- i. Dana dalam bentuk Giro di Bukopin sebesar 20% dari plafon.
- ii. Satu (1) unit ruang kantor di Bakrie Tower Lantai 37 Nomor dengan luas 1.427,3 m².

Berdasarkan perjanjian, BA tidak diperkenankan memberikan pinjaman kepada pihak berelasi lain atau kepada pihak lain yang tidak berkaitan dengan bidang usaha BA. Pada tahun 2019 fasilitas ini tidak diperpanjang.

2. Pada tanggal 14 November 2018, BUMM menandatangani Perjanjian Kerjasama Pembiayaan Tagihan Listrik PLN (Perjanjian *Flexy Bill*) antara PT PLN (Persero) Unit Induk Distribusi Banten UP3 Area Teluk Naga dengan Bukopin. Perjanjian ini akan jatuh tempo dalam 2 bulan ditambah 1 bulan setelah berakhirnya jangka waktu pembiayaan dan dapat diperpanjang. Berdasarkan perjanjian terakhir, pembiayaan ini akan jatuh tempo pada tanggal 14 November 2021.
3. Pada tanggal 6 Maret 2018, Bantala memperoleh fasilitas modal kerja dan *Letter of Credit Usance Payable At Sight* (UPAS) dari Bukopin. Fasilitas ini digunakan untuk modal kerja dan biaya operasional. Fasilitas ini dijamin dengan unit bangunan kantor yang berlokasi di Gedung Bakrie Tower Lantai 34 nomor BT.34-A di Jl. Taman Rasuna Said, Jakarta Selatan dan akan jatuh tempo dalam dua puluh empat (24) bulan. Berdasarkan perubahan yang terakhir, jangka waktu fasilitas ini diperpanjang sampai dengan tanggal 14 Maret 2022.

Pada tahun 2020, BUMM telah membayar sebesar Rp0,9 miliar atas fasilitas pinjaman ini.

Saldo fasilitas pinjaman pada tanggal 31 Desember 2020 dan 2019 adalah masing-masing sebesar Rp11,4 miliar dan Rp12,3 miliar.

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17. SHORT-TERM LOANS (Continued)

e. PT Bank Bukopin Tbk

1. On April 12, 2018, BA obtained a loan facility from PT Bank Bukopin Tbk ("Bukopin") with maximum plafond amounting to Rp15.0 billion in the form of *Letter of Credit Usance Payable at Sight* (L/C UPAS) with maximum term of three (3) months. The loan was used by BA for electricity bill payments to PLN.

The facility is secured by:

- i. Funds in the form of Giro with Bukopin equivalent to 20% from plafond.
- ii. One (1) unit of office space located at Bakrie Tower, 37th Floor with land area of 1,427.3 m².

Based on the loan agreement, BA is not permitted to provide loans to other related parties or to other parties which was not related to BA's business. In 2019 this facility was not extended.

2. On November 14, 2018, BUMM entered into a PLN Bill Financing Agreement (*Flexy Bill Agreement*) between PT PLN (Persero) Unit Induk Distribusi Banten and Bukopin. This agreement will mature in 2 months plus 1 month after the end of the financing period and can be extended. Based on the latest agreement, this financing will be due on November 14, 2021.
3. On March 6, 2018, Bantala obtained working capital facility and *Letter of Credit Usance Payable at Sight* (UPAS) from Bukopin. The facility was used for working capital and operational expenses. These facilities were secured by office building unit located at 34th floor number BT.34-A, Bakrie Tower, Jl. Taman Rasuna Said, South Jakarta and due in twenty four (24) months. Based on the latest amendment, the terms of the facilities are extended until March 14, 2022.

In 2020, BUMM paid a total amount of Rp0.9 billion for these loan facilities.

Outstanding balance of these loan facilities as of December 31, 2020 and 2019 amounted to Rp11.4 billion and Rp12.3 billion, respectively.

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17. PINJAMAN JANGKA PENDEK (Lanjutan)

f. Daley Capital Limited

Pada tanggal 15 Maret 2017, Perusahaan memperoleh fasilitas pinjaman dari Daley Capital Limited (Daley) yang terdiri dari:

- i. USD4,5 juta yang diselesaikan melalui konversi pinjaman menjadi saham Perusahaan dengan harga saham Rp50,0 per lembar saham.
- ii. USD0,8 juta yang diselesaikan melalui pembayaran tunai dalam satu (1) tahun.

Pada tanggal 12 Juli 2017, Perusahaan telah mendapatkan persetujuan dari Rapat Umum Pemegang Saham Luar Biasa untuk menerbitkan OWK untuk konversi pinjaman menjadi saham Perusahaan seri D.

Pada tanggal 15 Desember 2017, Perusahaan memperoleh fasilitas pinjaman dari Daley Capital Limited (Daley) yang terdiri dari:

- i. USD6,7 juta yang diselesaikan melalui konversi pinjaman menjadi saham Perusahaan dengan harga saham Rp50,0 per lembar saham.
- ii. USD1,2 juta yang diselesaikan melalui pembayaran tunai dalam satu tahun.

Pada tanggal 15 Desember 2017, Perusahaan memperoleh fasilitas pinjaman tambahan dari Daley senilai USD7,9 juta yang digunakan untuk penyelesaian pinjaman kepada Credit Suisse. Fasilitas ini jatuh tempo di dalam satu tahun. Fasilitas tersebut USD6,7 juta akan dibayar dengan saham dan sisanya akan dibayar tunai.

Pada tanggal 21 November 2018, Perusahaan telah mendapatkan persetujuan dari Rapat Umum Pemegang Saham Luar Biasa untuk menerbitkan saham untuk konversi pinjaman menjadi saham Perusahaan seri C.

Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman ini sebesar USD1,0 juta (masing-masing setara dengan Rp14,1 miliar dan Rp13,9 miliar).

Manajemen berkeyakinan bahwa seluruh pinjaman jangka pendek Kelompok Usaha telah memenuhi persyaratan dan kondisi sebagaimana diatur dalam perjanjian pinjaman.

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17. SHORT-TERM LOANS (Continued)

f. Daley Capital Limited

On March 15, 2017, the Company obtained a loan facility from Daley Capital Limited (Daley) consisting of:

- i. USD4.5 million settled through conversion into Company's shares with share price amounting to Rp50.0 per share.
- ii. USD0.8 million settled through cash payment within one (1) year.

On July 12, 2017, the Company has received approval from Extra Ordinary Shareholders General Meeting in order to issue MCB for the conversion of loan to Company's share series D.

On December 15, 2017, the Company obtained a loan facility from Daley Capital Limited (Daley) consisting of:

- i. USD6.7 million settled through conversion into Company's shares with share price amounting to Rp50.0 per share.
- ii. USD1.2 million settled through cash payment within one year.

On December 15, 2017, the Company obtained an additional loan facility from Daley amounting to USD7.9 million that was used for the repayment of loan to Credit Suisse. The facility will be due in one year. The loan facility amounting to USD6.7 million will be settled through issuance of shares and the remaining balance will be repaid through cash.

On November 21, 2018, the Company has received approval from Extra Ordinary Shareholders General Meeting in order to issue shares for the conversion of loan to Company's share series C.

As of December 31, 2020 and 2019, the outstanding balance of this loan amounted to USD1.0 million (equivalent to Rp14.1 billion and Rp13.9 billion, respectively).

The management believed that all short-term loans of the Group has complied with the terms and conditions stipulated in the agreements.

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18. UTANG USAHA

	2020	2019	
Pihak berelasi (Catatan 38d)	14.917	14.381	<i>Related parties (Note 38d)</i>
Pihak ketiga			<i>Third parties</i>
PT KHI Pipe Industries	48.602	26.169	<i>PT KHI Pipe Industries</i>
Ural Chrysotile, JSC	31.951	31.489	<i>Ural Chrysotile, JSC</i>
Shanxi Xintong Complete Plan Co. Ltd.	21.206	23.585	<i>Shanxi Xintong Complete Plan Co. Ltd.</i>
PT Fedsin Rekayasa Pratama	20.919	21.030	<i>PT Fedsin Rekayasa Pratama</i>
PT Solusi Prima Raya	12.325	12.325	<i>PT Solusi Prima Raya</i>
PT Intisumber Bajasakti	10.488	11.009	<i>PT Intisumber Bajasakti</i>
PT Subur Buana Raya	8.244	10.120	<i>PT Subur Buana Raya</i>
PT Gunung Raja Paksi	5.749	12.599	<i>PT Gunung Raja Paksi</i>
PT Posco Daewo	108	80.797	<i>PT Posco Daewo</i>
Cumic Steel Limited	-	89.808	<i>Cumic Steel Limited</i>
Samsung C&T Corporation	-	56.732	<i>Samsung C&T Corporation</i>
SK Network Co Ltd	-	26.382	<i>SK Network Co Ltd</i>
PT Graha Sarana Metal	8.448	10.067	<i>PT Graha Sarana Metal</i>
Lain-lain (dibawah Rp10 miliar)	240.211	310.350	<i>Others (below Rp10 billion)</i>
Total	423.168	736.843	Total

Rincian umur utang usaha adalah sebagai berikut:

Details of aging schedule of trade payables are as follows:

	2020	2019	
Sampai dengan 1 bulan	26.894	238.993	<i>Up to 1 month</i>
1 bulan - 3 bulan	99.276	115.710	<i>1 month - 3 months</i>
3 bulan - 6 bulan	47.929	174.549	<i>3 months - 6 months</i>
6 bulan - 1 tahun	41.890	52.444	<i>6 months - 1 year</i>
Lebih dari 1 tahun	207.179	155.147	<i>Over 1 year</i>
Total	423.168	736.843	Total

Rincian utang usaha berdasarkan mata uang adalah sebagai berikut:

Details of trade payable based on currencies are as follows:

Mata uang	2020	2019	Currencies
Rupiah	330.067	377.748	<i>Rupiah</i>
Dolar AS	92.879	358.894	<i>US Dollar</i>
Dolar Australia	222	201	<i>Australian Dollar</i>
Total	423.168	736.843	Total

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19. UTANG LAIN-LAIN

	2020	2019
Pihak ketiga	156.779	198.909
Pihak berelasi (Catatan 38e)		
Dana Pensiun Bakrie	26.828	26.828
Lain-lain (dibawah Rp10 miliar)	12.599	11.404
Subtotal	39.427	38.232
Total	196.206	237.141

*Third parties
Related parties (Note 38e)
Dana Pensiun Bakrie
Others (below Rp10 billion)*

Subtotal

Total

20. BEBAN MASIH HARUS DIBAYAR

	2020	2019
Denda	703.896	617.443
Gaji, upah dan tunjangan	87.600	46.827
Bunga	22.426	19.583
Pesangon	8.534	6.896
Proyek	7.368	26.235
Jasa <i>outsourcing</i>	5.216	8.869
Pengangkutan	4.317	4.052
Jasa profesional	1.966	2.873
Listrik, air dan telepon	1.339	5.400
Lain-lain (dibawah Rp1 miliar)	33.091	27.637
Total	875.753	765.815

*Penalty
Salaries, wages and allowances
Interest
Severance payment
Projects
Outsourcing services
Transportation
Professional fees
Electricity, water and telephone
Others (below Rp1 billion)*

Total

19. OTHER PAYABLES

20. ACCRUED EXPENSES

21. UANG MUKA PELANGGAN

Pada tanggal 31 Desember 2020 dan 2019, uang muka pelanggan masing-masing sebesar Rp115,8 miliar dan Rp212,6 miliar, semua dari pihak ketiga.

21. CUSTOMER DEPOSITS

As of December 31, 2020 and 2019, customer deposits amounting to Rp115.8 billion and Rp212.6 billion, respectively, are all from third parties.

22. PINJAMAN JANGKA PANJANG

	2020	2019
Rupiah		
PT Rekapital Aset Indonesia, Indonesia	23.981	25.140
PT Indosurya Inti Finance, Indonesia	21.513	22.840
PT Bank Bukopin Tbk, Indonesia	17.617	21.197
Koperasi Simpan Pinjam Timur Pratama Indonesia	15.656	-
PT Bank J Trust Indonesia, Indonesia	14.352	14.974
PT Timur Properti Investindo, Indonesia	-	18.338
Lain-lain (dibawah Rp10 miliar)	22.931	22.495
Subtotal	116.050	124.984

*Rupiah
PT Rekapital Aset Indonesia, Indonesia
PT Indosurya Inti Finance, Indonesia
PT Bank Bukopin Tbk, Indonesia
Koperasi Simpan Pinjam Timur
 Pratama Indonesia
PT Bank J Trust Indonesia, Indonesia
PT Timur Properti Investindo, Indonesia
Others (each below Rp10 billion)
Subtotal*

22. LONG-TERM LOANS

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22. PINJAMAN JANGKA PANJANG (Lanjutan)

22. LONG-TERM LOANS (Continued)

	2020	2019	
Mata uang asing (USD)			Foreign currency (USD)
Eurofa Capital			Eurofa Capital
Investment Inc, Singapura	1.452.816	1.431.804	Investment Inc, Singapore
PT Bank MNC Internasional Tbk, Indonesia	104.728	121.635	PT Bank MNC Internasional Tbk, Indonesia
Subtotal	1.557.544	1.553.439	Subtotal
Total	1.673.594	1.678.423	Total
Dikurangi biaya perolehan diamortisasi	(1.655)	(1.913)	Less unamortized cost
Pinjaman Jangka Panjang pada Biaya Perolehan Diamortisasi	1.671.939	1.676.510	Total at amortized cost
Dikurangi bagian yang jatuh tempo dalam satu tahun	(1.505.038)	(1.465.296)	Less current portion
Bagian Jangka Panjang pada Biaya Perolehan Diamortisasi	166.901	211.214	Non-current Portion at Amortized Cost

Pinjaman jangka panjang dikenakan bunga per tahun sebagai berikut:

Long-term loans bear annual interest rates as follows:

	2020 dan/and 2019	
Rupiah	12 % - 15 %	Rupiah
Dolar AS	2,5 % - 7%	US Dollar

a. PT Rekapital Aset Indonesia

Fasilitas pinjaman Perusahaan dengan PT Rekapital Aset Indonesia telah beberapa kali diubah, terakhir pada tanggal 29 Mei 2019, dimana perjanjian diperpanjang dan diperbarui menjadi fasilitas pinjaman serta akan jatuh tempo pada 29 Mei 2022. Pada bulan Juni 2019, fasilitas pinjaman direklasifikasi sebagai pinjaman jangka panjang (Catatan 17).

Pada tahun 2020, Perusahaan telah membayar sejumlah Rp1,2 miliar atas pinjaman ini.

Pada tanggal 31 Desember 2020 dan 2019, saldo fasilitas ini masing-masing sebesar Rp24,0 miliar dan Rp25,1 miliar.

b. PT Indosurya Inti Finance

Pada tanggal 21 Maret 2018, Perusahaan menandatangani perjanjian pinjaman dengan PT Indosurya Inti Finance untuk pembiayaan modal kerja dan telah jatuh tempo di dalam satu tahun.

Fasilitas ini dijamin dengan unit bangunan kantor yang berlokasi di Gedung Bakrie Tower lantai 36, nomor BT.36-A di Jalan Taman Rasuna Said, Jakarta Selatan.

a. PT Rekapital Aset Indonesia

Existing loan facility of the Company with PT Rekapital Aset Indonesia has been amended several times, the latest being on May 29, 2019, wherein the agreement was extended and amended to become loan facility which will be due on May 29, 2022. In June 2019, the loan facility was reclassified as long-term loan (Note 17).

In 2020, the Company paid a total amount of Rp1.2 billion for these loans.

As of December 31, 2020 and 2019, the outstanding balance of this facility amounted to Rp24.0 billion and Rp25.1 billion, respectively.

b. PT Indosurya Inti Finance

On March 21, 2018, the Company entered into a loan agreement with PT Indosurya Inti Finance for working capital financing and matured within one year.

This facility is secured by unit of office building located at 36th floor, number BT.36-A, Bakrie Tower, Jalan Taman Rasuna Said, South Jakarta.

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22. PINJAMAN JANGKA PANJANG (Lanjutan)

Fasilitas pinjaman Perusahaan dengan PT Indosurya Inti Finance telah beberapa kali diubah, terakhir pada tanggal 24 Agustus 2020, dimana perjanjian diperpanjang dan diperbarui menjadi fasilitas pinjaman serta akan jatuh tempo dalam tujuh puluh dua (72) bulan.

Pada tahun 2020, Perusahaan telah membayar sejumlah Rp1,8 miliar atas pinjaman ini.

Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman ini masing-masing sebesar Rp21,5 miliar dan Rp22,8 miliar.

c. PT Bank Bukopin Tbk

1. Pada tanggal 10 September 2015, PT Bakrie Building Industries (BBI) memperoleh fasilitas pinjaman cicilan dengan PT Bank Bukopin Tbk ("Bukopin"), dengan batas kredit sebesar Rp25,0 miliar dan jatuh tempo pada tanggal 29 September 2020.

Pada tanggal 13 Mei 2020, Bukopin menyetujui restrukturisasi atas fasilitas pinjaman tersebut dengan saldo pinjaman akhir (*outstanding*) sebesar Rp3,4 miliar dan memperpanjang masa jatuh tempo selambat-lambatnya pada tanggal 13 Agustus 2022.

Fasilitas ini dijamin dengan unit bangunan kantor yang berlokasi di Gedung Bakrie Tower Lantai 34 nomor BT.34-A di Jalan Taman Rasuna Said, Jakarta Selatan.

Berdasarkan perjanjian, BBI tidak diperkenankan melakukan pembagian dividen dan pelunasan utang kepada pemegang saham atau pihak berelasi atau pihak ketiga lainnya.

2. Pada tanggal 11 Desember 2017, BUMM menandatangani perjanjian pinjaman dengan Bukopin untuk menyediakan fasilitas kredit kepada BUMM yang terdiri dari:
 - i. Fasilitas Kredit Investasi dengan plafon maksimal sebesar Rp3,0 miliar dengan jangka waktu maksimal enam puluh (60) bulan digunakan untuk mengambil alih (*take over*) pinjaman dari PT Bank BNI Syariah;
 - ii. Fasilitas Kredit Investasi dengan plafon maksimal sebesar Rp24,9 miliar dengan jangka waktu maksimal enam puluh (60) bulan digunakan untuk pembelian mesin.

Pada tanggal 22 Mei 2020, BUMM menandatangani addendum perjanjian restrukturisasi fasilitas kredit dengan Bukopin dan mengubah plafon maksimal menjadi Rp14,7 miliar serta mengubah jangka waktu maksimal pinjaman selama empat puluh delapan (48) bulan sampai dengan tanggal 5 Juni 2024.

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22. LONG-TERM LOANS (Continue)

Existing loan facility of the Company with PT Indosurya Inti Finance has been amended several times, the latest being on August 24, 2020, wherein the agreement was extended and amended to become loan facility which will be due within seventy two (72) months.

In 2020, the Company paid a total amount of Rp1.8 billion for these loans.

As of December 31, 2020 and 2019, the outstanding balance of these loan amounted to Rp21.5 billion and Rp22.8 billion, respectively.

c. PT Bank Bukopin Tbk

1. On September 10, 2015, PT Bakrie Building Industries (BBI) obtained an installment loan facility with PT Bank Bukopin Tbk ("Bukopin"), with a credit limit of Rp25.0 billion and maturity date on September 29, 2020.

On May 13, 2020, Bukopin approved the restructuring of this loan facility with outstanding loan balance amounting to Rp3.4 billion and extended the maturity date no later than August 13, 2022.

This facility is secured by the office building unit located at 34th floor number BT.34-A, Bakrie Tower, Jalan Taman Rasuna Said, Jakarta Selatan.

Based on the loan agreement, BBI is not permitted to distribute dividends and repay loans to shareholders or related parties or other third parties.

2. On December 11, 2017, BUMM entered into a loan agreement with Bukopin to provide credit facilities to BUMM which consisted of the following:
 - i. Investment Credit Facility with maximum plafond amounting to Rp3.0 billion with maximum term of sixty (60) months to be used for take over of outstanding loan from PT Bank BNI Syariah;
 - ii. Investment Credit Facility with maximum plafond amounting to Rp24.9 billion with maximum term of sixty (60) months to be used for the acquisition of machinery.

On May 22, 2020, BUMM entered into an addendum to the credit facilities restructuring agreement with Bukopin and amends the maximum plafond to Rp14.7 billion and the loan maximum term of forty eight (48) months until June 5, 2024.

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22. PINJAMAN JANGKA PANJANG (Lanjutan)

Fasilitas tersebut dijamin dengan:

- i. Tanah berikut bangunan beserta peralatan dan sarana pelengkap yang berada di atasnya, terletak di Jalan K.H. E.Z. Muttaqien, Gembor, Periuk, Tangerang, Banten tercatat atas nama BUMM.
- ii. Satu (1) unit ruang kantor di Bakrie Tower Lantai 37 Nomor dengan luas 1.427,3 m2 yang digunakan sebagai *cross collateral* dengan fasilitas kredit antara BUMM dan Bukopin.

Berdasarkan perjanjian, BUMM tidak diperkenankan melakukan pembagian dividen dan pelunasan utang kepada pemegang saham atau pihak berelasi atau pihak ketiga lainnya.

Pada tahun 2020, BBI dan BUMM telah membayar sejumlah Rp3,6 miliar atas pinjaman ini.

Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman ini masing-masing sebesar Rp17,6 miliar dan Rp21,2 miliar.

d. PT Timur Properti Investindo/ Koperasi Simpan Pinjam Timur Pratama Indonesia

Pada tanggal 6 November 2017, BA menandatangani Kesepakatan Bersama dengan PT Timur Properti Investindo ("TPI") untuk memperoleh pinjaman dengan plafon maksimal penarikan sebesar Rp25,0 miliar. Berdasarkan Surat Persetujuan TPI tentang Rencana Penyelesaian Utang BA pada tanggal 11 Februari 2020, pinjaman ini telah diperpanjang jatuh temponya sampai dengan tanggal 21 Mei 2021.

Pada tanggal 12 Maret 2020, BA telah menerima surat pemberitahuan Pengalihan Piutang dari TPI kepada Koperasi Simpan Pinjam Timur Pratama Indonesia ("Kospin TPI") berdasarkan Perjanjian Jual Beli Piutang antara TPI dan Kospin TPI pada tanggal 26 Februari 2020. Efektif sejak tanggal surat pemberitahuan, pinjaman BA dari TPI telah beralih ke Kospin TPI.

Pinjaman tersebut dijamin dengan satu (1) unit ruang kantor di Bakrie Tower Lantai 35 dengan luas 1.422 m2. Tidak ada pembatasan terkait perjanjian pinjaman ini.

Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman utang kepada TPI masing-masing sebesar 15,6 miliar dan nihil.

Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman utang kepada Kospin TPI masing-masing sebesar nil dan 18,3 miliar.

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22. LONG-TERM LOANS (Continued)

The facility is secured by:

- i. Land and building with equipment and facilities located at Jalan K.H. E.Z. Muttaqien, Gembor, Periuk, Tangerang, Banten registered under BUMM.
- ii. One (1) unit of office space located at Bakrie Tower, 37th Floor with land area of 1,427.3 m2 which was also used as cross collateral with existing credit facilities between BUMM and Bukopin.

Based on the loan agreement, BUMM is not permitted to distribute dividends and repay loans to shareholders or related parties or other third parties.

In 2020, BBI and BUMM paid a total amount of Rp3.6 billion for these loans.

As of December 31, 2020 and 2019, the outstanding balance of these loan amounted to Rp17.6 billion and Rp21.2 billion, respectively.

d. PT Timur Properti Investindo/ Koperasi Simpan Pinjam Timur Pratama Indonesia

On November 6, 2017, BA entered into a Mutual Agreement with PT Timur Properti Investindo ("TPI") to obtain loan with maximum credit limit of Rp25.0 billion. Based on TPI's Approval Letter regarding BA's Debt Settlement Plan on February 11, 2020, the maturity date of this loan has been extended until May 21, 2021.

On March 12, 2020, BA received notification letter of the Transfer Receivable from TPI to Koperasi Simpan Pinjam Timur Pratama Indonesia ("Kospin TPI") based on Sale and Purchase of Receivable Agreement between TPI and Kospin TPI on February 26, 2020. Effective since the date of notification letter, BA loan from TPI has been transferred to Kospin TPI.

The loan is secured by one (1) unit of office space located at Bakrie Tower, 35th Floor with land area of 1,422 m2. There were no covenants related to this loan agreement.

As of December 31, 2020 and 2019, the outstanding loan balance payable to TPI amounted to 15.6 billion and nil, respectively.

As of December 31, 2020 and 2019, the outstanding loan balance payable to Kospin TPI amounted to nihil and 18.3 billion, respectively.

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22. PINJAMAN JANGKA PANJANG (Lanjutan)

e. PT Bank J Trust Indonesia Tbk

Pada tanggal 22 Maret 2011, BA memperoleh fasilitas pinjaman investasi dari PT Bank J Trust Indonesia Tbk ("J Trust") dengan batas kredit sebesar Rp20,0 miliar. Fasilitas ini dijamin dengan tanah, bangunan, mesin dan peralatan di Jl. Tipar Cakung, Cakung, Jakarta Timur dan telah jatuh tempo pada tanggal 22 Maret 2016.

Fasilitas kredit telah diperpanjang beberapa kali, terakhir pada tanggal 22 Maret 2017 dimana batas kredit diubah menjadi sebesar Rp15,0 miliar dan akan jatuh tempo pada tanggal 22 Maret 2022.

Fasilitas tersebut dijamin dengan:

- Persediaan dan piutang dagang sebesar Rp26,0 miliar.
- Tanah, bangunan pabrik dan sarana pelengkap di Bekasi KM 27, Pondok Ungu, Medan Satria, Bekasi Barat dengan luas tanah 51.645 m².

Berdasarkan perjanjian, BA tidak diperkenankan melakukan kegiatan-kegiatan berikut tanpa persetujuan tertulis terlebih dahulu dari J Trust, antara lain:

- Melakukan pemindahtanganan barang jaminan.
- Memperoleh fasilitas kredit atau pinjaman dari bank lain.
- Mengambil bagian dari dividen/modal untuk kepentingan diluar usaha atau kepentingan pribadi.
- Tidak meminjam dari atau meminjamkan uang kepada pihak ketiga selain daripada yang timbul dalam usahanya.
- Mengurangi utang kepada pemegang saham.

Pada tahun 2020, BA telah membayar sebesar Rp0,6 miliar atas fasilitas pinjaman ini.

Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman ini masing-masing sebesar Rp14,4 miliar dan Rp15,0 miliar.

f. Eurofa Capital Investment Inc

Pada tanggal 16 Desember 2010, Perusahaan menerbitkan *Equity Linked Notes (Notes)* sejumlah USD109,0 juta kepada Eurofa Capital Investment Inc. ("Eurofa") yang telah jatuh tempo pada tanggal 16 Desember 2015. Perusahaan membayar Eurofa *upfront fee* sebesar USD6,4 juta.

Berdasarkan perjanjian tersebut, Eurofa mempunyai hak untuk melakukan konversi jumlah pokok pinjaman menjadi saham biasa Perusahaan setelah kejadian berikut ini:

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22. LONG-TERM LOANS (Continued)

e. PT Bank J Trust Indonesia Tbk

On March 22, 2011, BA obtained investment loan facility from PT Bank J Trust Indonesia Tbk ("J Trust") with maximum credit limit of Rp20.0 billion. This facility was secured with land, building, machinery and equipment located at Jl. Tipar Cakung, Cakung, East Jakarta and was due on March 22, 2016.

The credit facility has been extended several times, the latest being on March 22, 2017 whereby the credit limit was changed to become Rp15.0 billion and will be due on March 22, 2022.

The facility is secured by:

- Inventories and trade receivables totaling Rp26.0 billion.
- Land, building and office equipment located at Bekasi KM 27, Pondok Ungu, Medan Satria, Bekasi Barat with land area of 51,645 m².

Based on the agreement, BA shall not perform transactions to carry-out the following activities without the prior written approval from the J Trust, among others:

- Transfer of assets used as collateral.
- Obtain credit or loan facilities from other bank.
- Take part in dividends/capital distribution for interests outside of business or personal interests.
- Do not borrow from or lend money to third parties other than those that arise from the business.
- Reduction of loans from shareholders.

In 2020, BA has paid in total amount of Rp0.6 billion for this loan facility.

As of December 31, 2020 and 2019, the outstanding balance of this loan amounted to Rp14.4 billion and Rp15.0 billion, respectively.

f. Eurofa Capital Investment Inc.

On December 16, 2010, the Company issued *Equity Linked Notes (Notes)* amounting to USD109.0 million to Eurofa Capital Investment Inc. ("Eurofa") that matured on December 16, 2015. The Company paid Eurofa an *upfront fee* of USD6.4 million.

Based on the agreement, Eurofa has the right to convert the principal amount into ordinary shares of the Company after the occurrence of the following:

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22. PINJAMAN JANGKA PANJANG (Lanjutan)

- a. Perusahaan gagal dalam melakukan pembayaran secara penuh atas *Notes* pada tanggal yang ditentukan untuk pelunasan;
- b. *Notes* tersebut tidak dibayar pada tanggal jatuh tempo; dan
- c. Terjadinya peristiwa cedera janji dan terus berlanjut.

Pada tanggal 25 Juni 2014, Eurofa mengalihkan sebagian *Notes* kepada Ecoline Investment Limited sebesar USD6,0 juta.

Saldo *Notes* ini pada tanggal 31 Desember 2020 dan 2019 adalah sebesar USD103,0 juta (masing-masing setara dengan Rp1,5 triliun dan Rp1,4 triliun).

g. PT Bank MNC Internasional Tbk

1. Pada tanggal 3 Desember 2009, Perusahaan, BPI, SEAPI, BCons, BMI, BBI, BA dan MKN ("Kelompok Usaha") mengadakan perjanjian fasilitas pinjaman dengan PT Bank MNC Internasional Tbk (Bank MNC) untuk kebutuhan modal kerja Kelompok Usaha dengan nilai maksimum sebesar Rp200,0 miliar atau USD20,0 juta. Fasilitas ini terdiri dari:
 - i. Pinjaman tetap yang digunakan oleh Kelompok Usaha untuk membiayai modal kerja atau untuk membayar *Sight Letter of Credit* yang akan jatuh tempo. Tingkat suku bunga untuk pinjaman dalam mata uang Rupiah adalah 1% di atas bunga deposito Rupiah yang dijamin dan 1,25% di atas bunga deposito USD untuk pinjaman mata uang USD. *Sight Letter of Credit* dan/atau *Usance Letter of Credit* akan digunakan oleh Kelompok Usaha untuk membiayai modal kerja.
 - ii. *Bank guarantee* yang akan digunakan oleh Kelompok Usaha untuk menjamin pembayaran kepada pihak ketiga baik dalam bentuk *tender/bid bond*, *performance bond*, *advance payment bond*, *retention bond*, dan lainnya.
 - iii. *Contra guarantee* dan/atau *Standby Letter of Credit* yang akan digunakan oleh Kelompok Usaha untuk menjamin pembayaran kepada pihak ketiga, baik bank maupun bukan bank, dalam bentuk *tender/bid bond*, *performance bond*, *advance payment bond*, *retention bond*, dan lainnya.

Pada tanggal 3 Desember 2012, Kelompok Usaha menandatangani perjanjian perubahan terhadap perjanjian kredit dimana nilai batas kredit diubah menjadi sebesar Rp136,4 miliar.

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22. LONG-TERM LOANS (Continued)

- a. The Company defaults in making payment in full in respect of the Notes on the date fixed for redemption thereof;
- b. The Notes are not redeemed on the maturity date; and
- c. An event of default occurs and is continuing.

On June 25, 2014, Eurofa transferred partial Notes to Ecoline Investment Limited amounting to USD6.0 million.

Outstanding balance of this Notes as of December 31, 2020 and 2019 amounted to USD103.0 million (equivalent to Rp1.5 trillion and Rp1.4 trillion, respectively).

g. PT Bank MNC Internasional Tbk

1. On December 3, 2009, the Company, BPI, SEAPI, BCons, BMI, BBI, BA and MKN (the "Group") entered into a loan facility agreement with PT Bank MNC Internasional Tbk (MNC Bank) for its working capital requirements with a maximum amount of Rp200.0 billion or USD20.0 million. This facility consisted of:
 - i. Fixed loan that will be used by the Group to finance its working capital or to pay maturing *Sight Letter of Credit*. The interest rate for Rupiah facility is 1% above the secured Rupiah time deposit rate and 1.25% above the secured USD time deposit rate for USD facility. *Sight Letter of Credit* and/or *Usance Letter of Credit* will be used by the Group for working capital.
 - ii. *Bank guarantee* that will be used by the Group to guarantee payment to third parties is either in the form of *tender/bid bond*, *performance bond*, *advance payment bond*, *retention bond*, and others.
 - iii. *Contra guarantee* and/or *Standby Letter of Credit* that will be used by the Group to guarantee payment to third parties, either bank or non-bank, is in the form of *tender/bid bond*, *performance bond*, *advance payment bond*, *retention bond*, and others.

On December 3, 2012, the Group entered into an amendment to the loan agreement with a total credit limit amounting to Rp136.4 billion.

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22. PINJAMAN JANGKA PANJANG (Lanjutan)

Fasilitas pinjaman ini telah mengalami beberapa kali perubahan, terakhir dengan perjanjian tanggal 17 Desember 2019, dimana perjanjian ini diperpanjang dan akan jatuh tempo 17 Desember 2024.

2. Berdasarkan Surat Persetujuan Penambahan Fasilitas Kredit No. 151/WB-MNC/XI/2020, tanggal 26 November 2020 menyatakan bahwa MKN telah memperoleh penambahan fasilitas pinjaman kredit dari Bank MNC sebagai berikut:
 - i. Fasilitas Pinjaman Transaksi Khusus (PTK 1) dengan limit sebesar USD4,0 juta atau setara dengan Rp36,0 miliar untuk pembiayaan investasi untuk proyek *multi-year* termasuk pembiayaan *Letter of Credit* (L/C) yang digunakan untuk pembelian "bahan baku" atas proyek yang dibiayai.
 - ii. Fasilitas Pinjaman Transaksi Khusus (PTK 2) dengan limit sebesar Rp8,4 miliar untuk modal kerja.
 - iii. Fasilitas Pinjaman Tetap (PT 2) dengan batas pinjaman sebesar Rp4 miliar untuk modal kerja.
 - iv. Fasilitas Pinjaman Rekening Koran (PRK) dengan plafon sebesar Rp1,0 miliar untuk pembiayaan modal kerja operasional.
 - iii. Fasilitas Pinjaman Tetap (PT 3) dengan batas pinjaman sebesar Rp28,0 miliar untuk jaminan proyek PT Wijaya Karya dan PT Waskita Karya.

Fasilitas tersebut dijamin dengan:

- i. Rekening deposito berjangka sebesar Rp5,0 miliar yang ditempatkan pada Bank MNC.
- ii. Akta jaminan fidusia atas piutang dagang milik MKN sebesar Rp20,0 miliar.
- iii. Hak Tanggungan atas tanah di Jl. Daan Mogot, KM 17,3, Semanan Raya, Kalideres, Jakarta dimiliki oleh BBI.
- iv. Hak Tanggungan atas tanah di Jl. Mekar Raya No. 56, Mekar Mulya, Rancasari, Gedebage, Bandung dimiliki oleh MKN.
- v. Fidusia piutang dagang atas proyek yang dibiayai minimum 200% dari kredit limit.
- vi. Unit peralatan yang dibiayai minimum 125% dari nilai pinjaman yang dicairkan.

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22. LONG-TERM LOANS (Continued)

These credit facilities has been amended several times, the latest being on December 17, 2019, wherein the agreement was extended and will be due on December 17, 2024.

2. *Based on the additional Letter of Credit Agreement No. 151/WB-MNC/XI/2020 dated November 26, 2020, MKN received additional credit facility from Bank MNC as follows:*
 - i. *Special Transaction Loan (PTK 1) Facility with plafond amounting to USD4.0 million or equivalent Rp36.0 billion used for investment financing of multi-year projects including a Letter of Credit (L/C) facility to buy "raw materials" for the funded projects.*
 - ii. *Special Transaction Loan (PTK 2) Facility with plafond amounting to Rp8.4 billion used for working capital.*
 - iii. *Fixed Loan Facility (PT 2) up to Rp4 billion for working capital.*
 - iv. *Bank Loan (PRK) Facility with ceiling amounting to Rp1.0 billion to finance operational working capital.*
 - iii. *Fixed Loan Facility (PT 3) up to Rp28.0 billion to be used as guarantee for project with PT Wijaya Karya and PT Waskita Karya.*

The facility is secured by:

- i. *Time deposits amounting to Rp5.0 billion placed in MNC Bank.*
- ii. *Fiduciary deed for MKN's trade receivables amounting to Rp20.0 billion.*
- iii. *Landrights located at Jl. Daan Mogot, KM 17.3, Semanan Raya, Kalideres, West Jakarta, owned by BBI.*
- iv. *Landrights located at Jl. Mekar Raya No. 56, Mekar Mulya, Rancasari, Gedebage, Bandung, owned by MKN.*
- v. *Fiduciary trade receivables from projects financed at minimum of 200% from the credit limit.*
- vi. *Equipment units that were financed by minimum of 125% of the value of loans disbursed.*

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22. PINJAMAN JANGKA PANJANG (Lanjutan)

Fasilitas-fasilitas tersebut diperpanjang beberapa kali, yang terakhir pada tanggal 26 November 2020 dimana jangka waktu fasilitas diperpanjang sebagai berikut:

Fasilitas	Tanggal Jatuh Tempo/ Maturity Date
PRK	27 November/November 27, 2021
PTK 1	23 Desember/December 23, 2023
PT 2	27 November/November 27, 2021
PTK 2	23 April/April 23, 2022
PT 3	27 November/November 27, 2021

Saldo pinjaman ini pada tanggal 31 Desember 2020 sebesar Rp3,8 miliar dan USD7,3 juta (setara dengan Rp103,1 miliar)

Saldo pinjaman ini pada tanggal 31 Desember 2019 sebesar Rp6,0 miliar dan USD8,6 juta (setara dengan Rp119,7 miliar)

Pada tahun 2020, BMI dan MKN telah membayar sebesar Rp21,5 miliar atas fasilitas pinjaman ini.

Seluruh pinjaman jangka panjang diperoleh dari pihak ketiga.

Pada tanggal 31 Desember 2020 dan 2019, manajemen berkeyakinan bahwa seluruh pinjaman jangka panjang Kelompok Usaha telah memenuhi persyaratan dan kondisi sebagaimana diatur dalam perjanjian pinjaman.

23. LIABILITAS SEWA

Kelompok Usaha memiliki liabilitas sewa kepada:

	2020	2019
PT Bank Maybank Finance	2.615	-
PT Astra Credit Companies	354	353
PT BCA Finance	290	178
PT BCA Multi Finance	137	531
PT Dipo Star Finance	47	317
PT CIMB Niaga Auto Finance	-	174
Lain-lain	-	10
Total	3.443	1.563
Dikurangi bagian jatuh tempo dalam satu tahun	(1.363)	(668)
Bagian Jangka Panjang	2.080	895

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22. LONG-TERM LOANS (Continued)

The above-mentioned facilities have been amended several times, the latest being on November 26, 2020 wherein the term of the facility was extended as follows:

Jumlah/Amount (Angka Penuh/Full Amount)	Facility
Rp1.000.000.000	PRK
USD3.955.953,45	PTK 1
Rp4.000.000.000	PT 2
Rp8.437.204.605	PTK 2
Rp28.000.000.000	PT 3

The outstanding balance of these loan facilities as of December 31, 2020 amounted to Rp 3.8 billion and USD7.3 billion (equivalent to Rp103.1 billion).

The outstanding balance of these loan facilities as of December 31, 2019 amounted to Rp6.0 billion and USD8.6 billion (equivalent to Rp119.7 billion).

In 2020, BMI and MKN have paid a total amount of Rp21.5 billion for these loan facilities.

All long-term loans were obtained from third parties.

As of December 31, 2020 and 2019, the management believes that all long-term loans of the Group have met the terms and conditions as stipulated in the loan agreements.

23. LEASE LIABILITIES

The Group has lease liabilities as follows:

PT Bank Maybank Finance
PT Astra Credit Companies
PT BCA Finance
PT BCA Multi Finance
PT Dipo Star Finance
PT CIMB Niaga Auto Finance
Others
Total
Less current maturities
Long-term Portion

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23. LIABILITAS SEWA (Lanjutan)

Liabilitas sewa dijamin dengan aset yang dibiayai oleh utang ini (Catatan 14). Pembayaran sewa pembiayaan minimum di masa depan adalah sebagai berikut:

23. LEASE LIABILITIES (Continued)

Lease liabilities are collateralized by assets financed by these payables (Note 14). Future minimum lease payments are as follows:

	Pembayaran minimum sewa pembiayaan di masa depan/ <i>Future minimum lease payments</i>	Nilai kini pembayaran minimum sewa pembiayaan di masa depan/ <i>Present value of future minimum lease payments</i>	
31 Desember 2020			December 31, 2020
Tidak lebih dari 1 tahun	1.906	1.363	Not later than 1 year
Lebih dari 1 - 5 tahun	2.132	2.080	Over 1- 5 years
Jumlah	4.038	3.443	Total
31 Desember 2019			December 31, 2019
Tidak lebih dari 1 tahun	739	668	Not later than 1 year
Lebih dari 1 - 5 tahun	941	895	Over 1- 5 years
Jumlah	1.680	1.563	Total

24. PEMBIAYAAN MUSYARAKAH

24. MUSYARAKAH FINANCING

	2020	2019	
Rupiah			Rupiah
<u>Jangka Pendek</u>			<u>Short-term</u>
PT Bank Negara Indonesia Syariah, Indonesia	-	12.000	PT Bank Negara Indonesia Syariah, Indonesia
<u>Jangka Panjang</u>			<u>Long-term</u>
PT Bank Muamalat Tbk, Indonesia	16.980	21.256	PT Bank Muamalat Tbk, Indonesia
PT Bank Negara Indonesia Syariah, Indonesia	6.169	-	PT Bank Negara Indonesia Syariah, Indonesia
Subtotal	23.149	21.256	Subtotal
Dikurangi bagian jangka pendek	(9.379)	(9.515)	Less current portion
Bagian Jangka Panjang	13.770	11.741	Non-Current Portion

a. PT Bank Negara Indonesia Syariah

- a. Pada tanggal 17 Februari 2016, BUMM memperoleh Fasilitas Musyarakah dari PT Bank BNI Syariah ("BNIS") dengan jumlah plafon sebesar Rp12,0 miliar. Fasilitas ini digunakan untuk modal kerja pembelian bahan baku. Fasilitas ini akan jatuh tempo dalam waktu dua belas (12) bulan dan telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 31 maret 2020 untuk fasilitas tahap 36, 37, dan 38 tanggal 22 Juni 2020 untuk fasilitas tahap 39.

a. PT Bank Negara Indonesia Syariah

- a. On February 17, 2016, BUMM obtained Musyarakah Facility from PT Bank BNI Syariah ("BNIS") with ceiling amounting to Rp12.0 billion. This facility was used to working capital purchase raw materials. This facility matures within twelve (12) months and has been extended several times, most recently until March 31, 2020 for the facilities of stage 36, 37 and 38 and June 22, 2020 for the stage 39 facility.

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24. PEMBIAYAAN MUSYARAKAH (Lanjutan)

- b. Pada tanggal 3 September 2020, BUMM memperoleh persetujuan restrukturisasi Fasilitas Musyarakah dari BNIS untuk fasilitas tahap 36, 37 dan 38 dengan jumlah plafon maksimal sebesar Rp6,2 miliar. Fasilitas ini jatuh tempo dalam waktu tiga puluh enam (36) bulan.
- c. Pada tanggal 30 September 2020, BUMM memperoleh persetujuan restrukturisasi Fasilitas Musyarakah dari BNIS untuk fasilitas tahap 39 dengan jumlah plafon maksimal sebesar Rp722,9 juta. Fasilitas ini jatuh tempo dalam waktu tiga (3) bulan dan telah dilunasi oleh BUMM.
- d. Pada tanggal 29 Februari 2016, BUMM memperoleh Fasilitas Musyarakah dari BNIS dengan jumlah plafon sebesar Rp5,0 miliar dan telah jatuh tempo dalam waktu tiga puluh enam (36) bulan. Fasilitas ini digunakan untuk modal kerja pembelian bahan baku. Pada tahun 2019, fasilitas ini telah dilunasi seluruhnya.

Pada tahun 2020, BUMM telah membayar sebesar Rp5,8 miliar atas fasilitas pinjaman ini.

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, fasilitas ini masih dalam proses perpanjangan.

Fasilitas ini dijamin dengan:

- a. Segala harta yang bergerak maupun tidak bergerak;
- b. sebidang tanah, SHGB No. 291 dan No. 5340 atas nama BUMM yang berlokasi di Jl. KH. EZ. Muttaqien, Kelurahan Alam Jaya, Kecamatan Jatiuwung, Kota Tangerang, Provinsi Banten;
- c. rangkaian mesin dan perlengkapan yang diikat dengan kewajiban fidusia senilai Rp9,0 miliar;
- d. objek pembiayaan berupa persediaan yang dibiayai Bank akan diikat fidusia minimal senilai Rp5,0 miliar; dan
- e. *corporate guarantee* dari BA, pemegang saham utama BUMM.

b. PT Bank Muamalat Indonesia Tbk

Pada tanggal 14 Maret 2017, BMC memperoleh Fasilitas Musyarakah dari PT Bank Muamalat Indonesia Tbk ("Muamalat") dengan jumlah plafon sebesar Rp33,3 miliar dan akan jatuh tempo dalam waktu enam puluh tujuh (67) bulan atau sampai dengan bulan September 2022. Fasilitas ini digunakan untuk membiayai kembali pembiayaan Murabahah BMC sebelumnya.

Fasilitas ini memiliki porsi syirkah dan nisbah bagi hasil antara BMC (46,2% dan 48,58%) dan Muamalat (53,8% and 51,42%). Objek bagi hasil dari fasilitas ini adalah penghasilan dari sewa aset.

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24. MUSYARAKAH FINANCING (Continued)

- b. On September 3, 2020, BUMM obtained approval for the restructuring of the Musyarakah Facility from BNIS for the facilities of stage 36, 37 and 38 amounting to Rp6.2 billion. This facility matures in thirty six (36) months.
- c. On September 30, 2020, BUMM obtained approval for the restructuring of the Musyarakah Facility from BNIS for the stage 39 with a maximum ceiling amount of Rp722.9 million. This facility matured in three (3) months and has been paid by BUMM.
- d. On February 29, 2016, BUMM obtained Musyarakah Facility from BNIS with ceiling amounting to Rp5.0 billion and matures in thirty-six (36) months. This facility was used to working capital purchase raw material. In 2019, this facility has been fully paid.

In 2020, BUMM has paid a total amount of Rp5.8 billion for this loan facility.

As of completion date of the consolidated financial statements, the facility is still under extension process.

These facilities are secured by:

- a. All of movable property and immovable property;
- b. land, SHGB No. 291 and No. 5340 on behalf of BUMM that located in Jl. KH. EZ. Muttaqien, Kelurahan Alam Jaya, Kecamatan Jatiuwung, Kota Tangerang, Provinsi Banten;
- c. a series engine and equipment with that tied by fiduciary duty amounting to Rp9.0 billion;
- d. financing object as inventory that will be financed by Bank with fiduciary duty with a total minimum amounting to Rp5.0 billion; and
- e. corporate guarantee from BA, majority shareholder of BUMM.

b. PT Bank Muamalat Indonesia Tbk

On March 14, 2017, BMC obtained Musyarakah Facility from PT Bank Muamalat Indonesia Tbk ("Muamalat") with plafond of Rp33.3 billion and will mature in sixty seven (67) months or until September 2022. This facility was used to refinance BMC's outstanding Murabahah financing.

This facility has syirkah and profit sharing portion between BMC (46.2% and 48.58%) and Muamalat (53.8% and 51.42%). The object of this revenue sharing is income from assets rental.

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24. PEMBIAYAAN MUSYARAKAH (Lanjutan)

Fasilitas ini dijamin dengan:

- Sebidang tanah dan bangunan di atasnya, dengan bukti kepemilikan SHGB No. 6031 dan 6032 atas nama BMC yang berlokasi di Jalan Kaliabang Tengah Raya No. 88, Harapan Jaya, Bekasi Utara, Bekasi, Jawa Barat; dan
- Mesin-mesin, kendaraan dan persediaan yang dimiliki BMC.

Berdasarkan perjanjian, BMC tidak diperkenankan melakukan kegiatan-kegiatan berikut tanpa persetujuan tertulis terlebih dahulu dari Muamalat, antara lain:

- Menyatakan kebangkrutan atau mengajukan surat permohonan pailit ke Pengadilan.
- Mendapatkan fasilitas kredit dari bank atau lembaga keuangan lainnya.
- Mengubah komposisi pemegang saham, dewan komisaris dan direksi.
- Menjual aset jaminan kepada pihak lain.
- Membayar dividen.

Pada tanggal 31 Desember 2020 dan 2019, saldo pembiayaan musyarakah jangka pendek masing-masing sebesar nihil dan Rp12,0 miliar serta pembiayaan musyarakah jangka panjang adalah masing-masing sebesar Rp23,1 miliar dan Rp21,3 miliar.

Beban bagi hasil musyarakah untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp4,3 miliar dan Rp5,8 miliar.

Pada tahun 2020, BMC dan BUMM membayar sejumlah Rp10,1 miliar atas pembiayaan musyarakah ini.

Pada tanggal 31 Desember 2020 dan 2019, manajemen berkeyakinan bahwa seluruh pembiayaan musyarakah jangka panjang Kelompok Usaha telah memenuhi persyaratan dan kondisi sebagaimana diatur dalam perjanjian pinjaman.

25. PEMBIAYAAN MURABAHAH

	2020	2019
Rupiah		
PT Bank Negara Indonesia Syariah, Indonesia	7.610	10.464
Dikurangi bagian jangka pendek	(6.539)	(5.278)
Bagian Jangka Panjang	1.071	5.186

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24. MUSYARAKAH FINANCING (Continued)

This facility is secured by:

- Land and buildings owned through SHGB No. 6031 and No. 6032 under BMC which is located at Jalan Kaliabang Tengah Raya No. 88, Harapan Jaya, North Bekasi, Bekasi, West Java; and*
- Machineries, vehicles and inventories owned by BMC.*

Based on the agreement, BMC shall not perform transactions to carryout the following activities without the prior written approval from Muamalat, among others:

- Declare bankruptcy or submit letter of bankruptcy petition to the Courts.*
- Obtain credit facility from a bank or other financial institution.*
- Change composition of shareholders, boards of commissioners and directors.*
- Sell the collateral assets to another party.*
- Dividend payment.*

As of December 31, 2020 and 2019, outstanding balance of short-term musyarakah financing amounted to nil and Rp12.0 billion, respectively, and long-term musyarakah financing amounted to Rp23.1 billion and Rp21.3 billion, respectively.

Musyarakah sharing expense for the years ended December 31, 2020 and 2019 amounted to Rp4.3 billion and Rp5.8 billion, respectively.

In 2020, BMC and BUMM paid a total of Rp10.1 billion of this musyarakah financing.

As of December 31, 2020 and 2019, the management believes that all long-term musyarakah financing of the Group have met the terms and conditions as stipulated in the loan agreements.

25. MURABAHAH FINANCING

	2020	2019
Rupiah		
PT Bank Negara Indonesia Syariah, Indonesia	7.610	10.464
Less current portion	(6.539)	(5.278)
Long-Term Portion	1.071	5.186

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25. PEMBIAYAAN MURABAHAH (Lanjutan)

PT Bank Negara Indonesia Syariah

Pada tanggal 19 Desember 2014, BMC memperoleh Fasilitas Murabahah dari PT Bank BNI Syariah ("BNI Syariah") dengan jumlah plafon maksimum sebesar Rp50,0 miliar. Fasilitas ini akan jatuh tempo dalam waktu enam puluh (60) bulan. Fasilitas ini digunakan untuk take over pinjaman atas investasi mesin dan peralatan dari J Trust, take over pinjaman atas modal kerja dari J Trust, dan untuk investasi pembelian mesin dan modal kerja.

Pada tahun 2017, BMC memperoleh beberapa Fasilitas Murabahah dengan jumlah sebesar Rp5,81 miliar dengan margin Rp2,17 miliar. Fasilitas ini akan jatuh tempo dalam waktu enam puluh (60) bulan. Fasilitas ini digunakan untuk membeli mesin produksi.

Fasilitas ini dijamin dengan:

- sebidang tanah dan bangunan di atasnya, dengan bukti kepemilikan SHGB No. 3219 dan No. 4080 atas nama BMC yang berlokasi di Jl. Harapan Kita No. 4, Kelurahan Harapan Jaya, Kecamatan Bekasi Utara, Kota Bekasi, Provinsi Jawa Barat. Jaminan ini telah diikat dengan Hak Tanggungan sebesar Rp45,5 miliar;
- rangkaian mesin dan perlengkapan yang diikat dengan kewajiban fidusia senilai Rp60,8 miliar; dan
- objek pembiayaan berupa persediaan yang dibiayai oleh J Trust akan diikat fidusia minimal senilai Rp30,0 miliar.

Berdasarkan perjanjian, BMC tidak diperkenankan melakukan kegiatan-kegiatan berikut tanpa persetujuan tertulis terlebih dahulu dari BNI Syariah, antara lain:

- Menyatakan kebangkrutan atau mengajukan surat permohonan pailit ke Pengadilan.
- Mendapatkan fasilitas kredit dari bank atau lembaga keuangan lainnya.
- Mengubah komposisi pemegang saham, dewan komisaris dan direksi.
- Menjual aset jaminan kepada pihak lain.

Saldo pembiayaan murabahah ini pada tanggal 31 Desember 2020 dan 2019 adalah masing-masing sebesar Rp7,6 miliar dan Rp10,5 miliar.

Beban murabahah untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp1,1 miliar dan Rp2,2 miliar.

Pada tahun 2020, BMC membayar sejumlah Rp2,9 miliar atas pembiayaan musyarakah ini.

Pada tanggal 31 Desember 2020 dan 2019, manajemen berkeyakinan bahwa seluruh pembiayaan murabahah jangka panjang Kelompok Usaha telah memenuhi persyaratan dan kondisi sebagaimana diatur dalam perjanjian pinjaman.

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25. MURABAHAH FINANCING (Continued)

PT Bank Negara Indonesia Syariah

On December 19, 2014, BMC obtained Murabahah Facility from PT Bank BNI Syariah ("BNI Syariah") with plafond amounting to Rp50.0 billion. This facility will mature in sixty (60) months. This facility was used to take over machinery and equipment investment loan from J Trust, take over working capital loan from J Trust, and as investment for machinery purchasing and working capital.

In 2017, BMC obtained various Murabahah Facility with a total amount of Rp5.81 billion and total margin of Rp2.17 billion. These facility will mature in sixty (60) months. These facilities were used to purchase production machinery.

These facilities are secured by:

- a plot of land and buildings above it, with proof of ownership of SHGB No. 3219 and No. 4080 on behalf of BMC which is located on Jl. Harapan Kita No. 4, Harapan Jaya Village, North Bekasi District, Bekasi City, West Java Province. This collateral are tied by Security Rights in amount of Rp45.5 billion;
- a series engine and equipment with that tied by fiduciary duty amounting to Rp60.8 billion; and
- financing object as inventory that will be financed by J Trust with fiduciary duty with a total minimum amounting to Rp30.0 billion.

Based on the agreement, BMC shall not perform transactions to carryout the following activities without the prior written approval from BNI Syariah, among others:

- Declare bankruptcy or submit letter of bankruptcy petition to the Courts.
- Obtain credit facility from a bank or other financial institution.
- Change composition of shareholders, boards of commissioners and directors.
- Sell the collateral assets to another party.

Outstanding balances of these murabahah financing as of December 31, 2020 and 2019 amounted to Rp7.6 billion and Rp10.5 billion, respectively.

Murabahah expense for the years ended December 31, 2020 and 2019 amounted to Rp1.1 billion and Rp2.2 billion, respectively.

In 2020, BMC paid a total of Rp2.9 billion of this musyarakah financing.

As of December 31, 2020 and 2019, the management believes that all long-term murabahah financing of the Group have met the terms and conditions as stipulated in the loan agreements.

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26. MODAL SAHAM

26. SHARE CAPITAL

2020				
Pemegang Saham	Jumlah Saham Ditempatkan dan Disetor Penuh (Angka Penuh)/ Number of Shares Issued and Fully Paid (Full Amount)	Persentase Kepemilikan/ Percentage of Ownership (%)	Jumlah/ Amount (Rp)	Shareholders
Credit Suisse AG, Cabang Singapura - S/A				Credit Suisse AG, Singapore Branch - S/A
Bright Ventures Pte. Ltd.	2.025.150.000	9,71%	2.308.671	Bright Ventures Pte. Ltd.
Fountain City Investment Ltd	7.087.277.300	33,97%	453.586	Fountain City Investment Ltd
Daley Capital Limited	2.246.348.461	10,77%	143.766	Daley Capital Limited
Armansyah Yamin	7.926.799	0,04%	708	Armansyah Yamin
A. Amri Aswono Putro	20.234.000	0,10%	587	A. Amri Aswono Putro
Dody Taufiq Wijaya	13.223.000	0,06%	383	Dody Taufiq Wijaya
R.A. Sri Dharmayanti	13.223.000	0,06%	383	R.A. Sri Dharmayanti
Masyarakat	9.449.670.920	45,29%	11.326.918	Public
Total	20.863.053.480	100,00%	14.235.002	Total
2019				
Pemegang Saham	Jumlah Saham Ditempatkan dan Disetor Penuh (Angka Penuh)/ Number of Shares Issued and Fully Paid (Full Amount)	Persentase Kepemilikan/ Percentage of Ownership (%)	Jumlah/ Amount (Rp)	Shareholders
Credit Suisse AG, Cabang Singapura - S/A				Credit Suisse AG, Singapore Branch - S/A
Bright Ventures Pte. Ltd.	2.025.150.000	9,71%	2.308.671	Bright Ventures Pte. Ltd.
PT Asuransi Simas Jiwa	1.228.979.768	5,89%	922.630	PT Asuransi Simas Jiwa
Fountain City Investment Ltd	7.087.277.300	33,97%	453.586	Fountain City Investment Ltd
Daley Capital Limited	2.239.181.951	10,73%	143.308	Daley Capital Limited
Gafur Sulistyono Umar	30.332.700	0,15%	880	Gafur Sulistyono Umar
Armansyah Yamin	7.926.799	0,04%	708	Armansyah Yamin
A. Amri Aswono Putro	20.234.000	0,10%	587	A. Amri Aswono Putro
Dody Taufiq Wijaya	13.223.000	0,06%	383	Dody Taufiq Wijaya
R.A. Sri Dharmayanti	13.223.000	0,06%	383	R.A. Sri Dharmayanti
Masyarakat	8.197.524.962	39,29%	10.403.866	Public
Total	20.863.053.480	100,00%	14.235.002	Total

Susunan pemegang saham Perusahaan di atas pada tanggal 31 Desember 2020 dan 2019 berdasarkan catatan dari PT EDI Indonesia, Biro Administrasi Efek.

The above mentioned composition of the Company's shareholders as of December 31, 2020 and 2019 based on registration by PT EDI Indonesia, Securities Administration Agency.

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26. MODAL SAHAM (Lanjutan)

Rincian modal dasar Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Saham	2020 and 2019			Shares
	Jumlah Saham/ Number of Shares	Nilai Nominal (Angka Penuh)/ Par Value (Full Amount)	Jumlah/ Amount	
Modal dasar				Authorized capital
Seri A	77.500.800	28.500	2.208.773	Series A
Seri B	368.128.800	3.990	1.468.834	Series B
Seri C	8.984.667.760	1.140	10.242.521	Series C
Seri D	51.285.282.796	500	25.642.641	Series D
Seri E	233.000.000.000	64	14.912.000	Series E
Total	293.715.580.156		54.474.769	Total

Rincian modal ditempatkan dan disetor penuh Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Details of the Company's authorized capital as of December 31, 2020 and 2019 are as follows:

Saham	2020 and 2019			Shares
	Jumlah Saham/ Number of Shares	Nilai Nominal (Angka Penuh)/ Par Value (Full Amount)	Jumlah/ Amount	
Modal ditempatkan dan disetor				Issued and fully paid capital
Seri A	19.375.200	28.500	552.193	Series A
Seri B	368.128.800	3.990	1.468.834	Series B
Seri C	8.984.667.760	1.140	10.242.521	Series C
Seri D	2.834.947.720	500	1.417.474	Series D
Seri E	8.655.934.000	64	553.980	Series E
Total	20.863.053.480		14.235.002	Total

Perubahan Modal Disetor

Pada tanggal 26 Februari 2019, Perusahaan memperoleh Pemberitahuan mengenai Pengumuman Pencatatan Saham yang dikeluarkan oleh Bursa Efek Indonesia mengenai pelaksanaan proses penambahan modal tanpa hak memesan efek terlebih dahulu Perusahaan sejumlah 91.076.480 lembar saham seri D efektif dicatatkan pada tanggal 27 Februari 2019 (Catatan 28).

Berdasarkan Akta Notaris No. 83 tanggal 20 Maret 2019 yang dibuat dihadapan Notaris Humbert Lie, S.H., S.E., M.Kn., para pemegang saham menyetujui penerbitan saham seri D dengan nilai nominal Rp500 per saham kepada OL Master Limited, sebagai pemegang OWK, yang diterbitkan oleh Perusahaan melalui mekanisme Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu.

Changes in Paid-up Capital

On February 26, 2019, the Company obtained Notice of Share Registration Announcement issued by the Indonesian Stock Exchange regarding the execution of the additional capital without pre-emptive rights of the Company amounting to 91,076,480 series D shares effective February 27, 2019 (Note 28).

Based on Notarial Deed No. 83 dated March 20, 2019 made before Humbert Lie, SH., S.E., M.Kn., the shareholders approved the issuance of new D shares with a nominal value of Rp500 per share to OL Master Limited, as a holder of MCB, issued by the Company through Non Pre-emptive Right mechanism.

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27. TAMBAHAN MODAL DISETOR

	2020	2019	
Selisih penerimaan dari penerbitan saham atas nilai nominal	61.728	61.728	<i>Paid-in capital in excess of par value</i>
Tambahan modal disetor dari pengampunan pajak	1.164.535	1.164.535	<i>Paid-in capital from tax amnesty</i>
Selisih nilai transaksi restrukturisasi entitas sepengendali	(3.730.585)	(3.730.585)	<i>Difference in restructuring of entities under common control</i>
Total	(2.504.322)	(2.504.322)	Total

Selisih penerimaan dari penerbitan saham atas nilai nominal

Selisih penerimaan dari penerbitan saham atas nilai nominal merupakan selisih antara penerimaan dana hasil penawaran umum saham setelah dikurangi biaya emisi saham dan nilai nominal saham.

Tambahan modal disetor dari pengampunan pajak

Kelompok Usaha turut serta dalam program Pengampunan Pajak dan mencatat dalam tambahan modal disetor atas pengampunan pajak (Catatan 35f).

Selisih nilai transaksi restrukturisasi entitas sepengendali

a. Tahun 2012

Sehubungan dengan penjualan saham yang dimiliki Perusahaan di BTEL, ENRG, UNSP dan ELTY ke PT Long Haul Holdings Limited (LHH), entitas yang juga dikendalikan oleh Kelompok Usaha Bakrie, Perusahaan mengakui perbedaan antara harga jual sebesar Rp512,3 miliar dan nilai tercatat sebesar Rp2,93 triliun sebesar Rp2,42 triliun sebagai "Selisih Nilai Transaksi Restrukturisasi Entitas Sepengendali".

b. Tahun 2015

Pada tanggal 20 Maret 2015, Perusahaan mengalihkan seluruh kepemilikan saham di BBR sebesar 44,6% kepada LHH. Atas transaksi ini, Perusahaan mencatat piutang dari LHH.

Pada tanggal 24 Maret 2015, Perusahaan mengalihkan semua utang Palisades Sub III Ltd, yang selanjutnya saling hapus dengan piutang dari LHH.

Atas kedua transaksi tersebut, Perusahaan mencatat "Selisih Nilai Transaksi Restrukturisasi Entitas Sepengendali" sebesar Rp179,2 miliar.

c. Tahun 2019

Pada tanggal 16 Desember 2019, Bakrie Petroleum International Ltd (BPIPL) mengalihkan seluruh kepemilikan saham di PT. Petromine Energy Trading sebesar 95% kepada PT Bakrie Capital Indonesia (BCI). Atas transaksi ini, BPIPL mencatat piutang dari BCI.

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27. ADDITIONAL PAID-IN CAPITAL

Paid-in capital in excess of par value

Paid-in capital in excess of par value represents the excess of proceeds from the issuance of shares after deduction of the share issuance cost and par value.

Paid-in capital from tax amnesty

The Group participated in the Tax Amnesty program and recognized additional paid in capital from tax amnesty (Note 35f).

Difference in restructuring of entities under common control

a. Year 2012

In relation to the sale of Company's share in BTEL, ENRG, UNSP and ELTY to PT Long Haul Holdings Limited (LHH), an entity also controlled by Bakrie Group, the Company recognized the difference between the selling price of Rp512.3 billion and carrying value of Rp2.93 trillion amounting to Rp2.42 trillion as "Difference in Restructuring of Entities Under Common Control".

b. Year 2015

On March 20, 2015, the Company transferred all of its share ownership in BBR 44.6% to LHH. For this transaction, the Company recorded receivables from LHH.

On March 24, 2015, the Company transferred all payable to Palisades Sub III Ltd, which was subsequently net off with the receivables from LHH.

On both of these transactions, the Company recorded "Difference in Restructuring Transactions of Entities Under Common Control" amounting to Rp179.2 billion.

c. Year 2019

On December 16, 2019, Bakrie Petroleum International Ltd (BPIPL) transferred all of its share ownership in PT Petromine Energy Trading 95% to PT Bakrie Capital Indonesia (BCI). For this transaction, BPIPL recorded receivables from BCI.

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27. TAMBAHAN MODAL DISETOR (Lanjutan)

Atas transaksi tersebut, Perusahaan mencatat "Selisih Nilai Transaksi Restrukturisasi Entitas Sepengendali" sebesar Rp1,1 triliun.

d. Entitas Anak

Pada tanggal 31 Desember 2020 dan 2019, Entitas Anak mencatat saldo "Selisih Nilai Transaksi Restrukturisasi Entitas Sepengendali" sebesar Rp24,3 miliar.

28. OBLIGASI WAJIB KONVERSI

Berdasarkan Perjanjian Penerbitan OWK dan Akta Notaris No. 20 tanggal 2 Juni 2016 dari Humbert Lie, S.H., S.E., M.Kn., Perusahaan menerbitkan OWK yang disetujui oleh Rapat Umum Pemegang Saham Luar Biasa pada tanggal 2 Juni 2016.

Pada tanggal 20 Juni 2016, Perusahaan telah menerbitkan tambahan OWK sebesar Rp987,9 miliar kepada beberapa kreditur.

OWK dapat dikonversi menjadi saham baru Seri D Perusahaan setiap saat sejak tanggal diterbitkannya sampai dengan tanggal jatuh tempo. Pada tanggal jatuh tempo, OWK yang telah diterbitkan akan dikonversi menjadi saham baru Seri D pada nilai nominal.

Pada tanggal 14 Desember 2016, 30 Maret 2017 dan 30 September 2017, Perusahaan memperoleh surat dari PT EDI Indonesia mengenai pelaksanaan proses penambahan modal tanpa hak memesan efek.

Pada tanggal 22 Desember 2017, Perusahaan telah menerbitkan tambahan OWK sebesar Rp1.037,5 miliar kepada beberapa kreditur.

Pada tanggal 2 April 2018, Perusahaan memperoleh Pemberitahuan mengenai Pengumuman Pencatatan Saham yang dikeluarkan oleh Bursa Efek Indonesia mengenai pelaksanaan proses penambahan modal tanpa hak memesan efek terlebih dahulu Perusahaan sejumlah 7.624.865.069 lembar saham seri D efektif dicatatkan pada tanggal 3 April 2018 (Catatan 26).

Pada tanggal 26 Februari 2019, Perusahaan memperoleh Pemberitahuan mengenai Pengumuman Pencatatan Saham yang dikeluarkan oleh Bursa Efek Indonesia mengenai pelaksanaan proses penambahan modal tanpa hak memesan efek terlebih dahulu Perusahaan sejumlah 91.076.480 lembar saham seri D efektif dicatatkan pada tanggal 27 Februari 2019 (Catatan 26).

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27. ADDITIONAL PAID-IN CAPITAL (Continued)

On the transactions, the Company recorded "Difference in Restructuring Transactions of Entities Under Common Control" amounting to Rp1.1 trillion

d. Subsidiaries

As of December 31, 2020 and 2019, the Subsidiaries have outstanding balance recorded under "Difference in Value from Restructuring Transactions of Entities Under Common Control" amounting to Rp24.3 billion.

28. MANDATORY CONVERTIBLE BONDS

Based on MCB Issuance Agreement and Notarial Deed No. 20 dated June 2, 2016 of Humbert Lie, S.H., S.E., M.Kn., the Company issued MCB that was approved in the Extraordinary Shareholders Meeting on June 2, 2016.

On June 20, 2016, the Company had issued additional MCB amounting to Rp987.9 billion to several creditors.

MCB can be converted into the Company's Series D shares at any time from the date of issuance until maturity date. On maturity date, MCB which has been issued will be converted into the Company's Series D shares at par value.

On December 14, 2016, March 30, 2017 and September 30, 2017, the Company obtained letter from PT EDI Indonesia with regards to the additional share capital without pre-emptive rights.

On December 22, 2017, the Company had issued additional MCB amounting to Rp1,037.5 billion to several creditors.

On April 2, 2018, the Company obtained Notice of Share Registration Announcement issued by the Indonesia Stock Exchange regarding the execution of the additional capital without pre-emptive rights of the Company totaling 7,624,865,069 series D shares effective as of April 3, 2018 (Note 26).

On February 26, 2019, the Company obtained Notice of Share Registration Announcement issued by the Indonesia Stock Exchange regarding the execution of the additional capital without pre-emptive rights of the Company totaling 91,076,480 series D shares effective as of February 27, 2019 (Note 26).

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28. OBLIGASI WAJIB KONVERSI (Lanjutan)

Pada tanggal 31 Desember 2020 dan 2019, saldo OWK yang diterbitkan oleh Perusahaan adalah sebagai berikut:

28. MANDATORY CONVERTIBLE BONDS (Continued)

As of December 31, 2020 and 2019, the outstanding MCB issued by the Company are as follows:

Kreditur	Jumlah OWK / MCB Amount (Rp)		Creditors
	2020	2019	
Levoca Enterprise Ltd	6.369.782	6.369.782	Levoca Enterprise Ltd
Fountain City Investment Ltd	2.460.489	2.460.489	Fountain City Investment Ltd
Orchard Centar Master Ltd	142.635	142.635	Orchard Centar Master Ltd
D E Shaw Oculus Intl Inc	72.669	72.669	D E Shaw Oculus Intl Inc
Amsterdam Trade Banks	60.972	60.972	Amsterdam Trade Banks
PT Sinarmas Sekuritas	55.891	55.891	PT Sinarmas Sekuritas
ICE 1: EM CLO Ltd	52.789	52.789	ICE 1: EM CLO Ltd
Abraham Capital Limited	30.486	30.486	Abraham Capital Limited
Lain-lain (dibawah Rp50 miliar)	195.273	195.273	Others (below Rp50 billion)
Total	9.440.986	9.440.986	Total

29. CADANGAN MODAL LAINNYA

29. OTHER CAPITAL RESERVES

	Selisih Kurs Penjabaran Laporan Keuangan/ Exchange Differences due to Financial Statements Translation	Keuntungan (Kerugian) Investasi Jangka Pendek yang Belum Terealisasi/ Unrealized Gain (Loss) on Short-term Investments	Akumulasi Pengukuran Kembali atas Imbalan Pascakerja/ Cumulative Remeasurements on Post- employment Benefits	Total/ Total	
Saldo 1 Januari 2019	365.608	2.125	(66.566)	301.167	Balance as of January 1, 2019
Selisih kurs penjabaran laporan keuangan	(122.700)	-	-	(122.700)	Exchange differences due to financial statements translation
Pengukuran kembali atas program pensiun imbalan pasti	-	-	38.346	38.346	Remeasurements on defined benefits pension plan
Perubahan neto nilai wajar aset keuangan tersedia untuk dijual	-	(224)	-	(224)	Net changes in fair value of available-for-sale financial assets
Saldo 31 Desember 2019	242.908	1.901	(28.220)	216.589	Balance as of December 31, 2019
Saldo 1 Januari 2020	242.908	1.901	(28.220)	216.589	Balance as of January 1, 2020
Selisih kurs penjabaran laporan keuangan	139.964	-	-	139.964	Exchange differences due to financial statements translation
Pengukuran kembali atas program pensiun imbalan pasti	-	-	10.078	10.078	Remeasurements on defined benefits pension plan
Perubahan neto nilai wajar aset keuangan tersedia untuk dijual	-	411	-	411	Net changes in fair value of available-for-sale financial assets
Saldo 31 Desember 2020	382.872	2.312	(18.142)	367.042	Balance as of December 31, 2020

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30. KEPENTINGAN NONPENGENDALI

Rincian hak kepentingan nonpengendali aset neto Entitas Anak adalah sebagai berikut:

	2020	2019
PT Bakrie Metal Industries	56.700	72.067
PT Bakrie Harper	(58.301)	(68.834)
Lain-lain	5.908	6.156
Total	4.307	9.389

Kepentingan nonpengendali atas rugi neto Entitas Anak sebesar Rp0,9 miliar dan kepentingan nonpengendali atas laba neto Entitas Anak sebesar Rp10,3 miliar untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019

Kepentingan nonpengendali atas rugi komprehensif neto Entitas Anak sebesar Rp5,1 miliar dan kepentingan nonpengendali atas penghasilan komprehensif neto Entitas Anak sebesar Rp17,3 miliar untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019.

30. NON-CONTROLLING INTEREST

Details of non-controlling interest in net assets of Subsidiaries are as follows:

<i>PT Bakrie Metal Industries</i>
<i>PT Bakrie Harper</i>
<i>Others</i>
Total

Non-controlling interest in net loss of Subsidiaries amounted to Rp0.9 billion and non-controlling interest in net profit of Subsidiaries Rp10.3 billion for the years ended December 31, 2020 and 2019, respectively.

Non-controlling interest in net comprehensive loss of Subsidiaries amounted to Rp5.1 billion and non-controlling interest in net comprehensive income of Subsidiaries amounted to Rp17.3 billion for the years ended December 31, 2020 and 2019, respectively.

31. PENDAPATAN NETO

	2020	2019
Infrastruktur dan manufaktur	2.271.136	2.791.014
Jasa pabrikasi dan konstruksi	165.360	363.430
Perdagangan, jasa, dan investasi	18.451	81.233
Total	2.454.947	3.235.677

Untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019, Kelompok Usaha tidak memiliki pelanggan/pembeli dengan total penjualan lebih dari 10% dari total pendapatan konsolidasian Kelompok Usaha.

31. NET REVENUES

<i>Infrastructure and manufacturing</i>
<i>Fabrication and construction services</i>
<i>Trading, services,</i>
<i>and investment</i>
Total

For the years ended December 31, 2020 and 2019, the Group has no customer/buyer with total sales of more than 10% of total consolidated revenues of the Group.

32. BEBAN POKOK PENDAPATAN

	2020	2019
Infrastruktur dan manufaktur		
Bahan baku yang digunakan	958.364	1.358.946
Tenaga kerja langsung	79.296	94.475
Overhead	789.918	718.387
Total beban produksi	1.827.578	2.171.808
Barang dalam proses		
Awal	60.052	120.125
Akhir	(40.993)	(60.052)

<i>Infrastructure and manufacturing</i>
<i>Raw materials used</i>
<i>Direct labor</i>
<i>Overhead</i>
<i>Total production costs</i>
<i>Work-in-process</i>
<i>Beginning</i>
<i>Ending</i>

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32. BEBAN POKOK PENDAPATAN (Lanjutan)

32. COST OF REVENUES (Continued)

	2020	2019	
Barang jadi			Finished goods
Awal	464.526	497.046	Beginning
Akhir	(249.078)	(464.526)	Ending
Total infrastruktur dan manufaktur	2.062.085	2.264.401	Total infrastructure and manufacturing
Jasa pabrikan dan konstruksi			Fabrication and construction services
Bahan baku	62.436	86.803	Raw materials
Subkontraktor	21.675	68.405	Subcontractors
Tenaga kerja	40.428	82.433	Direct labors
Lain-lain	22.337	54.086	Others
Total jasa pabrikan dan konstruksi	146.876	291.727	Total fabrication and construction service
Perdagangan, jasa dan investasi			Trading, services and investment
Biaya pelayanan dan pemasangan	59	1.292	Service and installation costs
Total Beban Pokok Pendapatan	2.209.020	2.557.420	Total Cost of Revenues

Untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019, Kelompok Usaha tidak memiliki *supplier* dengan total beban pokok pendapatan lebih dari 10% dari total beban pokok pendapatan konsolidasian Kelompok Usaha.

For the years ended December 31, 2020 and 2019, the Group has no supplier with total cost of revenues more than 10% of total consolidated cost of revenues of the Group.

33. BEBAN USAHA

33. OPERATING EXPENSES

	2020	2019	
Beban karyawan			Personnel expenses
Gaji, upah dan imbalan kerja karyawan	244.136	261.789	Salaries, wages and employees' benefits
Beban umum dan administrasi			General and administrative expenses
Penyusutan (Catatan 14)	14.957	20.037	Depreciation (Note 14)
Pemeliharaan dan perbaikan	12.238	15.761	Repairs and maintenance
Pajak dan asuransi	25.059	28.507	Taxes and insurance
Sumbangan, representasi dan jamuan	11.169	9.050	Donations, representation and entertainment
Perjalanan dinas	10.537	17.432	Transportation and travel
Utilitas	9.923	12.528	Utilities
Honorarium tenaga ahli	9.195	10.290	Professional fees
Lain-lain (dibawah Rp10 miliar)	75.827	43.476	Others (below Rp10 billion)
Total	168.905	157.081	Total

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33. BEBAN USAHA (Lanjutan)

33. OPERATING EXPENSES (Continued)

	2020	2019	
Beban penjualan			Selling expenses
Transportasi	79.850	81.379	Transportation
Gaji, upah dan kesejahteraan karyawan	17.555	15.676	Salaries, wages and employee benefits
Lain-lain (dibawah Rp10 miliar)	14.585	24.663	Others (below Rp10 billion)
Total	111.990	121.718	Total

34. BEBAN BUNGA DAN KEUANGAN

34. INTEREST AND FINANCIAL CHARGES

	2020	2019	
Denda keterlambatan bayar	83.218	80.211	Penalty from late payment
Beban bunga pinjaman	50.485	68.210	Interest from loan
Beban bank dan lain-lain	30.020	26.682	Bank charges and others
Total	163.723	175.103	Total

35. PERPAJAKAN

35. TAXATION

a. Pajak dibayar dimuka

a. Prepaid taxes

	2020	2019	
Pajak Pertambahan Nilai	59.065	63.879	Value-Added Tax
Pajak penghasilan			Income taxes
Pasal 22	148	128	Article 22
Pasal 23	3.157	2.753	Article 23
Pasal 25	78	101	Article 25
Pasal 28a	24.408	8.796	Article 28a
Total	86.856	75.657	Total

b. Utang pajak

b. Taxes payable

	2020	2019	
Pajak penghasilan:			Income taxes:
Pasal 4 (2)	415	354	Article 4 (2)
Pasal 21	35.476	30.911	Article 21
Pasal 23/26	4.882	3.351	Article 23/26
Pasal 15	48	-	Article 15
Pasal 29	12.010	6.284	Article 29
Pajak Pertambahan Nilai	66.187	45.832	Value-Added Tax
Total	119.018	86.732	Total

c. Rekonsiliasi antara laba (rugi) sebelum manfaat (beban) pajak penghasilan, seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dengan taksiran rugi fiskal adalah sebagai berikut:

c. Reconciliation between profit (loss) before income tax benefit (expense), as shown in the consolidated statements of profit or loss and other comprehensive income, and the estimated fiscal loss is as follows:

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35. PERPAJAKAN (Lanjutan)

35. TAXATION (Continued)

	2020	2019	
Laba (rugi) sebelum manfaat (beban) pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	(927.306)	881.524	Profit (loss) before income tax benefit (expense) per consolidated statements of profit or loss and other comprehensive income
Dikurangi:			Deduct:
Laba Entitas Anak sebelum beban pajak penghasilan dan transaksi eliminasi	2.672	28.568	Profit of the Subsidiaries before income tax expense and elimination transactions
Rugi komersial sebelum taksiran beban pajak penghasilan yang dapat diatribusikan ke Perusahaan	(929.978)	852.956	Commercial profit (loss) before income tax expense attributable to the Company
Beda temporer			Temporary differences
Penyisihan imbalan kerja karyawan	5.650	2.121	Retirement benefits
Penyusutan aset tetap	(726)	(1.863)	Depreciation of fixed assets
Penyisihan kerugian penurunan nilai piutang	5.961	-	Allowance for impairment loss on receivables
Beda tetap			Permanent differences
Bagian atas laba (rugi) neto entitas asosiasi	324.294	(825.508)	Equity in net profit (loss) of associates
Beban imbalan pasca kerja	5.669	6.555	Post-employment benefits expense
Perubahan nilai wajar instrumen keuangan	81	5.545	Fair value of financial instruments
Jamuan dan sumbangan	1.117	1.376	Entertainment and donations
Bunga dan denda atas keterlambatan pembayaran pajak	678	1.396	Interest and penalties for late payment of tax
Penghasilan bunga yang pajaknya bersifat final	(770)	(510)	Interest income subjected to final tax
Taksiran laba kena (rugi fiskal) sebelum kompensasi rugi fiskal	(588.024)	42.068	Estimated taxable profit (fiscal loss) before fiscal loss compensation
Rugi fiskal periode sebelumnya			Fiscal loss of previous periods
Tahun fiskal 2018	(1.526.595)	(1.526.595)	Fiscal year of 2018
Tahun fiskal 2017	(1.038.019)	(1.038.019)	Fiscal year of 2017
Tahun fiskal 2016	(62.612)	(104.681)	Fiscal year of 2016
Akumulasi rugi fiskal	(3.215.250)	(2.627.227)	Accumulated fiscal loss
Beban pajak penghasilan - kini			Income tax expense - current
Perusahaan	-	-	Company
Entitas Anak	14.277	58.427	Subsidiaries
Total Beban Pajak Penghasilan - Kini	14.277	58.427	Total Income Tax Expense - Current
Pajak penghasilan dibayar dimuka			Prepayment of income taxes
Perusahaan	-	-	Company
Entitas Anak	(2.267)	(52.143)	Subsidiaries
Total pajak penghasilan dibayar dimuka	(2.267)	(52.143)	Total prepayment of income taxes
Utang pajak penghasilan - Pasal 29			Income tax payable - Article 29
Perusahaan	-	-	Company
Entitas Anak	12.010	6.284	Subsidiaries
Total	12.010	6.284	Total

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35. PERPAJAKAN (Lanjutan)

35. TAXATION (Continued)

d. Pajak tangguhan

d. Deferred tax

2020								
	Pada awal tahun/ At beginning of year	Dikreditkan (dibebankan) ke laba rugi/ Credited (charged) to profit or loss	Dibebankan ke penghasilan komprehensif lain/ Charged to other comprehensive income	Penyesuaian akibat perubahan tarif pajak/ Adjustment due to changes in tax rates	Penyesuaian saldo atas penerapan PSAK baru/ Adjustment upon application of new PSAK	Pada akhir tahun/ At end of year		
Aset (liabilitas) pajak tangguhan							Deferred tax assets (liabilities)	
Liabilitas imbalan pascakerja	43.170	6.292	(5.695)	(8.634)	-	35.133	Post-employment benefits liabilities	
Aset tetap	8.569	(10.227)	-	(1.714)	-	(3.372)	Fixed assets	
Penyisihan penurunan nilai piutang	9.065	9.323	-	(1.813)	1.920	18.495	Allowance for impairment of receivables	
Penyisihan penurunan nilai persediaan	96	-	-	(20)	-	76	Allowance for inventory obsolescence	
Akrual pesangon	145	(29)	-	(29)	-	87	Accrued severance	
Rugi fiskal	32.978	(17.572)	-	(6.595)	-	8.811	Fiscal loss	
Aset pajak tangguhan	94.023	(12.213)	(5.695)	(18.805)	1.920	59.230	Deferred tax assets	
Aset (liabilitas) pajak tangguhan							Deferred tax assets (liabilities)	
Liabilitas imbalan pascakerja	19.960	3.003	(730)	(4.002)	-	18.231	Post-employment benefits liabilities	
Rugi fiskal	6.103	(2.428)	-	(1.221)	-	2.454	Fiscal loss	
Penyisihan penurunan nilai persediaan	4.203	(301)	-	(841)	-	3.061	Allowance for inventory obsolescence	
Penyisihan piutang tak tertagih	1.774	1.146	-	(355)	2.680	5.245	Allowance for impairment of receivables	
Aset tetap	(177.960)	35.411	-	11.864	-	(130.685)	Fixed assets	
Liabilitas pajak tangguhan	(145.920)	36.831	(730)	5.445	2.680	(101.694)	Deferred tax liabilities	
2019								
	Pada awal tahun/ At beginning of year	Dikreditkan (dibebankan) ke laba rugi/ Credited (charged) to profit or loss	Dibebankan ke penghasilan komprehensif lain/ Charged to other comprehensive income	Penyesuaian akibat perubahan tarif pajak/ Adjustment due to changes in tax rates	Penyesuaian saldo atas penerapan PSAK baru/ Adjustment upon application of new PSAK	Pada akhir tahun/ At end of year		
Aset (liabilitas) pajak tangguhan							Deferred tax assets (liabilities)	
Liabilitas imbalan pascakerja	59.579	(4.150)	(12.259)	-	-	43.170	Post-employment benefits liabilities	
Aset tetap	11.641	(3.072)	-	-	-	8.569	Fixed assets	
Penyisihan penurunan nilai piutang	12.897	(3.832)	-	-	-	9.065	Allowance for impairment of receivables	
Penyisihan penurunan nilai aset tetap	5.780	(5.780)	-	-	-	-	Allowance for impairment of fixed assets	
Penyisihan penurunan nilai persediaan	96	-	-	-	-	96	Allowance for inventory obsolescence	
Akrual pesangon	65	80	-	-	-	145	Accrued severance	
Rugi fiskal	-	32.978	-	-	-	32.978	Fiscal loss	
Aset pajak tangguhan	90.058	16.224	(12.259)	-	-	94.023	Deferred tax assets	
Aset (liabilitas) pajak tangguhan							Deferred tax assets (liabilities)	
Liabilitas imbalan pascakerja	16.060	2.229	1.671	-	-	19.960	Post-employment benefits liabilities	
Rugi fiskal	8.604	(2.501)	-	-	-	6.103	Fiscal loss	
Penyisihan penurunan nilai persediaan	4.322	(119)	-	-	-	4.203	Allowance for inventory obsolescence	
Penyisihan piutang tak tertagih	1.202	572	-	-	-	1.774	Allowance for impairment of receivables	
Aset tetap	(201.728)	23.768	-	-	-	(177.960)	Fixed assets	
Liabilitas pajak tangguhan	(171.540)	23.949	1.671	-	-	(145.920)	Deferred tax liabilities	

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35. PERPAJAKAN (Lanjutan)

Perusahaan dan beberapa Entitas Anak telah menyediakan penilaian penuh untuk penyisihan atas kerugian fiskal karena manajemen berkeyakinan bahwa tidak ada kemungkinan laba kena pajak yang cukup akan tersedia untuk utilisasi aset pajak tangguhan.

e. Surat Ketetapan Pajak dan Surat Tagihan Pajak

Pada tanggal 31 Desember 2019, Kelompok Usaha memiliki Surat Ketetapan Pajak (SKP) dan Surat Tagihan Pajak (STP) yang belum dilunasi sebagai berikut:

	Pasal 21/ Article 21	Pasal 23/ Article 23	Pasal 25/29/ Article 25/29	Pasal 4 (2)/ Article 4 (2)	PPN/ VAT	Total/ Total	
Tahun fiskal							Fiscal years
2015	-	7	6	5	-	18	2015
2016	3.948	192	10.629	-	15.492	30.262	2016
2017	5.891	895	47	4	22.249	29.086	2017
2018	2.560	454	-	-	7.295	10.309	2018
2019	931	2	-	1	8.536	9.470	2019
2020	248	3	3	0	53	307	2020
Total	13.578	1.553	10.685	10	53.625	79.452	Total

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini, Kelompok Usaha telah melakukan pembayaran sebagian kewajibannya atas SKP dan STP sebesar Rp16,7 miliar dan sisanya akan dibayar sesuai dengan ketentuan yang diajukan Entitas Anak kepada Kantor Pajak.

f. Aset dan Liabilitas Pengampunan Pajak

Sehubungan dengan Undang-Undang Pengampunan Pajak No. 11 Tahun 2016 dan untuk mendukung program pemerintah Republik Indonesia dalam meningkatkan penerimaan pajak, Perusahaan dan Kelompok Usaha menyampaikan Surat Pernyataan Harta kepada Direktorat Jenderal Pajak (DJP) dan membayarkan uang tebusan masing-masing sebesar Rp12,0 miliar dan Rp21,8 miliar untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2017 dan 2016, yang dicatat sebagai bagian dari akun "Beban Usaha". Kelompok Usaha telah menerima Surat Keterangan Pengampunan Pajak dari DJP.

Pada tanggal 31 Desember 2020 dan 2019, jumlah yang diakui sebagai aset Pengampunan Pajak sebesar Rp1,13 triliun dan dicatat sebagai bagian dari akun "Tambahan Modal Disetor" (Catatan 27).

35. TAXATION (Continued)

The Company and certain Subsidiaries provided full valuation of allowances for fiscal loss since management believed that it is no longer probable that sufficient taxable profits will be available for the deferred tax assets to be utilized.

e. Tax Assessment Letters and Tax Collection Letters

As of December 31, 2019, the Group has Tax Assessment Letters (SKP) and Tax Collection Letters (STP) which are not yet settled as follows:

As of completion date of the consolidated financial statements, the Group settled liability from the above-mentioned SKP and STP amounting to Rp16.7 billion and the remaining balance will be paid in accordance with the proposed terms with Tax Office.

f. Assets and Liabilities under Tax Amnesty

In regard to Tax Amnesty Law No. 11 Year 2016 and to support the program of the government of the Republic of Indonesia to increase tax revenues, the Group filed an Asset Declaration Letter to the Directorate General of Taxes (DGT) and paid redemption money totaling Rp12.0 billion and Rp21.8 billion for the years ended December 31, 2017 and 2016, respectively, which was recorded as part of "Operating Expenses" account. The Group has already received the Tax Amnesty Certificate from the DGT.

As of December 31, 2020 and 2019, the amounts recognized as Tax Amnesty assets amounted to Rp1.13 trillion which was also recorded as part of "Additional Paid-in Capital" account (Note 27).

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35. PERPAJAKAN (Lanjutan)

g. Perubahan Tarif Pajak

Pada tanggal 31 Maret 2020, Pemerintah menerbitkan Peraturan Pemerintah No. 1/2020 terkait kebijakan keuangan negara dan stabilitas sistem keuangan untuk penanganan pandemi Corona Virus Disease ("COVID-19") yang di antara lain, merubah tarif pajak penghasilan badan dari 25% menjadi 22% untuk tahun fiskal 2020-2021 dan 20% untuk tahun fiskal 2022 ke depan.

Aset dan liabilitas pajak tangguhan pada tanggal 31 Desember 2020 telah dihitung dengan memperhitungkan tarif pajak yang diharapkan berlaku pada saat realisasi.

36. LIABILITAS IMBALAN PASCAKERJA

Kelompok Usaha menyelenggarakan program manfaat pensiun manfaat pasti untuk seluruh karyawan tetap yang memenuhi syarat. Atas pendanaan program ini, manfaat pensiun dihitung berdasarkan gaji pokok terakhir dan sisa masa kerja karyawan. Kontribusi dana pensiun adalah sebesar 5,5% dari gaji pokok karyawan yang dilindungi oleh program tersebut dan dibayar penuh oleh Kelompok Usaha.

Aset program pensiun Kelompok Usaha dikelola oleh Dana Pensiun Bakrie yang pendiriannya telah memperoleh persetujuan Menteri Keuangan berdasarkan Surat Keputusan Menteri Keuangan Republik Indonesia No. KEP 423/KM.17/1995 tanggal 11 Desember 1995.

Pada Tahun 2020, entitas anak Kelompok Usaha yaitu BMI, BPI, dan BBI menyatakan mengundurkan diri sebagai mitra pendiri Dana Pensiun Bakrie (DPB). Sehubungan dengan hal tersebut, entitas anak tidak diperkenankan lagi mengakui dana di DPB sebagai asset program

Liabilitas imbalan pascakerja dihitung oleh aktuaris independen sebagai berikut:

	Nama Aktuaris/ Actuary Name	Tanggal Laporan/ Date of Report	
2020	PT Sienco Aktuarindo Utama PT Sigma Prima Solusindo PT Bestama Aktuaria PT Biro Pusat Aktuaria	10 Maret/March 10, 2021 15 Februari/February 15, 2021 1 Maret/March 1, 2021 29 Januari/January 29, 2021	2020
2019	PT Sienco Aktuarindo Utama PT Sigma Prima Solusindo PT Bestama Aktuaria PT Biro Pusat Aktuaria	9 Februari/February 9, 2020 31 Januari/January 31, 2020 6 Maret/March 6, 2020 26 Februari/February 26, 2020	2019

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35. TAXATION (Continued)

g. Tax Rate Changes

On 31 March 2020, the Government issued Government Regulation No. 1/2020 relating to state financial policies and financial system stability in response to Corona Virus Disease ("COVID-19") outbreak in which among others, changed the corporate income tax rate from 25% to 22% for fiscal year 2020-2021 and 20% for fiscal year 2022 onwards.

Deferred tax assets and liabilities as of December 31, 2020 have been calculated taking into account tax rates expected to be prevailing at the time they are realized.

36. POST-EMPLOYMENT BENEFITS LIABILITY

The Group has defined retirement benefit plans for all of their eligible permanent employees. On this funding program, retirement benefits are computed based on the last basic salaries and remaining working lives of the employees. Contribution to the retirement fund is computed at 5.5% of the basic salaries of the employees covered by the plan and fully borne by the Group.

The plan assets of the Group are being managed by Dana Pensiun Bakrie, established based on the Decision Letter of the Minister of Finance of the Republic of Indonesia No. KEP 423/KM.17/1995 dated December 11, 1995.

In 2020, subsidiaries of the Group, namely BMI, BPI, and BBI, declared that they were resigning as founding partners of Dana Pensiun Bakrie (DPB). In this regard, the subsidiaries is no longer allowed to recognize funds in DPB as plan assets.

Post-employment benefits liabilities are calculated by independent actuary as follows:

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36. LIABILITAS IMBALAN PASCAKERJA (Lanjutan)

**36. POST-EMPLOYMENT BENEFITS LIABILITY
(Continued)**

Liabilitas imbalan pasca kerja adalah sebagai berikut:

Post-employment benefits liabilities are as follows:

	2020	2019	
Nilai kini kewajiban imbalan pasti	356.515	373.896	Present value of defined benefit obligation
Nilai wajar atas aset program	(26.363)	(57.255)	Fair value of plan assets
Liabilitas Imbalan Pascakerja	330.152	316.641	Post-employment Benefits Liability

Mutasi liabilitas imbalan pascakerja adalah sebagai berikut:

Movements of post-employment benefits liability is as follows:

	2020	2019	
Saldo awal tahun	316.641	361.671	Balance at beginning of year
Beban (penghasilan) diakui pada laporan konsolidasian:			Expenses (income) charged in the consolidated statements of:
Laba rugi	53.158	56.394	Profit or loss
Penghasilan komprehensif lain	(11.637)	(47.658)	Other comprehensive income
Pembayaran manfaat	(28.010)	(46.201)	Benefits paid
Kontribusi Kelompok Usaha	-	(7.565)	Contribution of the Group
Saldo Akhir Tahun	330.152	316.641	Balance at End of Year

Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sehubungan dengan liabilitas imbalan pascakerja adalah sebagai berikut:

Amounts recognized in the consolidated statements of profit or loss and other comprehensive income in respect to post-employment benefits liabilities are as follows:

	2020	2019	
Laba rugi			Profit or loss
Biaya jasa kini	31.451	32.669	Current service costs
Biaya bunga	20.881	32.277	Interest costs
Biaya jasa lalu	62.211	(1.684)	Past service costs
Keuntungan atas penyelesaian	(58.041)	-	Gain on settlement
Penghasilan bunga dari aset program	(1.885)	(4.594)	Interest income from plan assets
Efek kurtailmen	(1.799)	-	Effect of curtailment
Pengukuran kembali liabilitas imbalan pasti - neto	340	(2.274)	Remeasurement of defined benefits liability - net
Total	53.158	56.394	Total
Penghasilan komprehensif lain			Other comprehensive income
Kerugian aktuarial dari pengukuran kembali liabilitas imbalan pasti - neto	(3.153)	1.220	Actuarial loss from remeasurement of the defined benefits liability - net
Kerugian (keuntungan) aktuarial terdiri dari:			Actuarial loss (gain) arising from:
Penyesuaian asumsi liabilitas program	37.618	(164.484)	Experience assumptions from liability program
Asumsi demografik	(631)	-	Demographic assumptions
Asumsi keuangan	(46.677)	121.196	Financial assumptions
Hasil yang diharapkan dari aset program	1.206	(5.590)	Expected return on plan assets
Neto	(11.637)	(47.658)	Net

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Mutasi nilai kini kewajiban imbalan pasti adalah sebagai berikut:

	2020	2019
Saldo awal tahun	373.896	426.701
Beban (penghasilan) diakui pada laporan konsolidasian:		
Laba rugi	27.418	62.206
Penghasilan komprehensif lain	(12.843)	(43.289)
Pembayaran manfaat	(31.956)	(71.722)
Saldo Akhir Tahun	356.515	373.896

Mutasi nilai wajar aset program adalah sebagai berikut:

	2020	2019
Saldo awal tahun	57.255	65.030
Penghasilan bunga	1.885	4.594
Keuntungan atas penyelesaian	(27.625)	-
Pengukuran kembali untuk hasil yang diharapkan dari aset program	(1.206)	5.590
Pembayaran manfaat	(3.946)	(25.524)
Iuran pemberi kerja	-	7.565
Saldo Akhir Tahun	26.363	57.255

Aset program Pada tanggal 31 Desember 2020 terdiri dari dana tunai sebesar Rp27,8 miliar yang dikelola oleh Dana Pensiun Bakrie. Aset program pada tanggal 31 Desember 2019 terdiri dari:

2019				
	Dikutip/ Quoted	Tidak dikutip/ Unquoted	Total/ Total	%
Obligasi	1.809	-	1.809	4%
Deposito berjangka	20.469	-	20.469	51%
Saham	2.598	-	2.598	6%
Reksadana	15.533	-	15.533	38%
Total	40.409	-	40.409	100%

Kelompok Usaha menghadapi sejumlah risiko signifikan terkait program imbalan pasti, sebagai berikut:

- Perubahan tingkat diskonto
Penurunan pada tingkat diskonto menyebabkan kenaikan liabilitas program.
- Tingkat kenaikan gaji
Liabilitas imbalan pasti berhubungan dengan tingkat kenaikan gaji, dimana semakin tinggi tingkat kenaikan gaji akan menyebabkan semakin besarnya liabilitas.

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**36. POST-EMPLOYMENT BENEFITS LIABILITY
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Movements of the present value of defined benefit obligation are as follows:

Beginning of the year
Expenses (income) charged in the consolidated statements of:
Profit or loss
Other comprehensive income
Benefits paid
Balance at End of Year

Movements of the fair value of plan assets are as follows:

Beginning of the year
Interest income
Gain on settlement
Remeasurements for expected return on plan assets
Benefits paid
Employee's contribution
Balance at End of Year

Plan assets as of December 31, 2020 consists mainly of cash funds amounting to Rp27.8 billion managed by Dana Pensiun Bakrie. Plan assets as of December 31, 2019 consists of the following:

The Group is exposed to a number of significant risks related to its defined benefit plans, as follows:

- Changes in discount rate
A decrease in discount rate will increase plan liabilities.
- Salary increment rate
Defined benefits liabilities are linked to salary increment rate, whereby the higher salary increment rate will lead to higher liabilities.

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36. LIABILITAS IMBALAN PASCAKERJA (Lanjutan)

Analisa sensitivitas kuantitatif kewajiban imbalan pasti terhadap perubahan asumsi utama tertimbang pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

	2020	
	Tingkat Diskonto/ Discount Rate	Tingkat Kenaikan Penghasilan/ Salary Increase Rate
Kenaikan suku bunga dalam 100 basis poin	318.558	384.747
Penurunan suku bunga dalam 100 basis poin	384.631	331.292

Analisa sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam prakteknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode *Projected Unit Credit* di akhir periode) telah diterapkan.

Metode dan jenis asumsi yang digunakan dalam menyiapkan analisa sensitivitas tidak berubah dari periode sebelumnya.

Analisa jatuh tempo yang diharapkan dari pensiun dan liabilitas imbalan pascakerja tidak terdiskonto adalah sebagai berikut:

	2020			
	Kurang dari 1 tahun/ Less than a year	1 sampai 2 tahun/ Between 1 - 2 years	2 sampai 5 tahun/ Between 2-5 years	lebih dari 5 tahun/ over than 5 years
Imbalan pensiun	-	23.927	5.763	52.349
Imbalan pascakerja	-	23.219	84.061	1.218.132
Total	-	47.146	89.824	1.270.481

	2019			
	Kurang dari 1 tahun/ Less than a year	1 sampai 2 tahun/ Between 1 - 2 years	2 sampai 5 tahun/ Between 2-5 years	lebih dari 5 tahun/ over than 5 years
Imbalan pensiun	-	33.807	29.248	175.908
Imbalan pascakerja	-	10.428	120.019	1.050.165
Total	-	44.235	149.267	1.226.073

**36. POST-EMPLOYMENT BENEFITS LIABILITY
(Continued)**

The quantitative sensitivity analysis of the defined benefits obligation to the changes in the weighted principal assumptions as of December 31, 2020 and 2019 are as follows:

	2019	
	Tingkat Diskonto/ Discount Rate	Tingkat Kenaikan Penghasilan/ Salary Increase Rate
Increase in interest rate in 100 basis point	350.207	400.707
Decrease in interest rate in 100 basis point	400.917	349.542

The sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefits obligation to principal assumptions, the same method (present value of the defined benefits obligation calculated with the *Projected Unit Credit* method at the end of the reporting period) has been applied.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

Expected maturity analysis of undiscounted pension and post-employment benefits liability is as follows:

Pension benefits
Post-employment benefits
Total

Pension benefits
Post-employment benefits
Total

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36. LIABILITAS IMBALAN PASCAKERJA (Lanjutan)

Perbandingan nilai kini kewajiban imbalan kerja dan penyesuaian (pengaruh perbedaan antara asumsi aktuarial sebelumnya dan apa yang sebenarnya terjadi) yang timbul pada liabilitas program selama lima (5) tahun terakhir adalah sebagai berikut:

	2020	2019	2018	2017	2016	
Kewajiban imbalan pasti	356.515	373.896	426.701	514.373	429.095	Defined benefit obligation
Aset program	(26.363)	(57.255)	(65.030)	(102.269)	(108.710)	Plan assets
Defisit	330.152	316.641	361.671	412.104	320.385	Deficit
Penyesuaian atas						Experience adjustment on
Liabilitas program	(12.843)	(43.288)	(61.543)	21.080	11.442	Plan liabilities
Aset program	(1.206)	(5.590)	21.427	(1.253)	5.797	Plan assets

37. LABA (RUGI) PER SAHAM

a. Laba (Rugi) Per Saham Dasar/Dilusi

	2020	2019
Rugi neto diatribusikan kepada pemilik entitas induk	(929.465)	852.956
Jumlah rata-rata tertimbang saham untuk perhitungan rugi per saham dasar	1.907.515.910	1.907.515.910
Laba (Rugi) Neto per Saham Dasar/Dilusi		
atribusikan kepada Pemilik Entitas Induk (Angka Penuh)	(487,26)	447,16

b. Informasi terkait dengan klasifikasi efek untuk laba atau rugi per saham dilusi.

Equity Linked Notes yang diterbitkan pada tanggal 16 Desember 2010 dianggap berpotensi saham biasa dan telah disertakan dalam perhitungan laba atau rugi per saham dilusi. Rincian terkait Equity Linked Notes dijelaskan dalam Catatan 22f.

OWK diasumsikan telah dikonversi ke saham biasa, untuk itu laba atau rugi neto disesuaikan untuk mengeliminasi beban bunga dikurangi dampak pajak. Rincian terkait dengan OWK dijelaskan dalam Catatan 28.

Untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019, potensi konversi dari Equity Linked Notes dan OWK menjadi saham biasa dari Perusahaan bersifat antidilutif, sehingga tidak termasuk dalam perhitungan rugi per saham dilusi.

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**36. POST-EMPLOYMENT BENEFITS LIABILITY
(Continued)**

Comparison of the present value of defined benefits obligation and the experience adjustments (the effects of the differences between the previous actuarial assumptions and what has actually occurred) arising on the plan liabilities over the last five (5) years is as follows:

37. EARNINGS (LOSS) PER SHARE

a. Basic/Diluted Earnings (Loss) Per Share

	2020	2019	
Rugi neto diatribusikan kepada pemilik entitas induk	(929.465)	852.956	Loss attributable to owners of parent
Jumlah rata-rata tertimbang saham untuk perhitungan rugi per saham dasar	1.907.515.910	1.907.515.910	Total weighted average number of shares for basic loss per share calculation
Basic/Diluted Earnings (Loss) per Share			
atribusikan kepada Pemilik Entitas Induk (Angka Penuh)	(487,26)	447,16	Attributable To Owners of Parent (Full Amount)

b. Information concerning the classification of securities for diluted earnings or losses per share.

Equity Linked Notes issued on December 16, 2010 are considered to be potential ordinary shares and have been included in the determination of diluted earnings or loss per share. Details relating to the Equity Linked Notes are disclosed in Note 22f.

MCB is assumed to have been converted into ordinary shares, and the net profit or loss is adjusted to eliminate the interest expense less tax effect. Details relating to MCB are disclosed in Note 28.

For the years ended December 31, 2020 and 2019, the potential conversion of the Equity Linked Notes and MCB into ordinary shares of the Company is considered antidilutive, thus not included in the calculation of the diluted loss per share.

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38. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

Dalam kegiatan usaha normal, Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi. Transaksi-transaksi tersebut adalah sebagai berikut:

a. Piutang usaha - pihak berelasi (Catatan 7)

	2020	2019
PT Kaltim Prima Coal	20.474	12.924
Lain-lain (dibawah Rp10 miliar)	6.415	1.358
Total	26.889	14.282
Dikurangi penyisihan kerugian atas penurunan nilai	(4.991)	(5.286)
Neto	21.898	8.996

Manajemen Kelompok Usaha berkeyakinan bahwa piutang masih dapat ditagih dan penyisihan kerugian atas penurunan nilai cukup untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang dari pihak berelasi tersebut.

b. Investasi jangka pendek (Catatan 6)

	2020	2019
PT Bakrie Sumatera Plantation Tbk	4.176	3.766
PT Bakrieland Development Tbk	3.597	3.597
PT Bakrie Telecom Tbk	2.152	2.152
PT Darna Henwa Tbk	1.240	1.240
PT Energi Mega Persada Tbk	1	1
Total	11.166	10.756

c. Piutang pihak berelasi

	2020	2019
PT Tanjung Jati Power Company	244.024	233.251
PT Bakrie Anugerah Batu Alam Industry	21.724	21.724
PT Batuta Kimia Perdana	-	13.162
Lain-lain (dibawah Rp10 miliar)	35.138	38.284
Total	300.886	306.421
Dikurangi penyisihan kerugian atas penurunan nilai	(111.827)	(23.643)
Neto	189.059	282.778

38. TRANSACTIONS WITH RELATED PARTIES

The Group, in its regular conduct of business, has engaged in transactions with related parties. These transactions are as follows:

a. Trade receivables - related parties (Note 7)

	Persentase terhadap Total Aset Konsolidasian/ Percentage to Total Consolidated Assets	
	2020	2019
PT Kaltim Prima Coal	0,15%	0,09%
Others (below Rp10 billion)	0,05%	0,01%
Total	0,20%	0,10%
Less allowance for impairment losses	-0,04%	-0,04%
Net	0,23%	0,14%

The Group's management believes that the receivables can be collected and the allowance for impairment losses is adequate to cover possibility of losses from uncollectible receivables from related parties.

b. Short-term investments (Note 6)

	Persentase terhadap Total Aset Konsolidasian/ Percentage to Total Consolidated Assets	
	2020	2019
PT Bakrie Sumatera Plantation Tbk	0,03%	0,03%
PT Bakrieland Development Tbk	0,03%	0,03%
PT Bakrie Telecom Tbk	0,02%	0,01%
PT Darna Henwa Tbk	0,01%	0,01%
PT Energi Mega Persada Tbk	0,00%	0,00%
Total	0,09%	0,08%

c. Due from related parties

	Persentase terhadap Total Aset Konsolidasian/ Percentage to Total Consolidated Assets	
	2020	2019
PT Tanjung Jati Power Company	1,74%	1,62%
PT Bakrie Anugerah Batu Alam Industry	0,16%	0,15%
PT Batuta Kimia Perdana	0,00%	0,09%
Others (below Rp10 billion)	0,25%	0,27%
Total	2,15%	2,13%
Less allowance for impairment losses	-0,80%	-0,16%
Net	1,35%	1,97%

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**38. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI
(Lanjutan)**

- Piutang pihak berelasi berasal dari pemberian pinjaman dana (uang muka) dan penggantian biaya kepada pihak berelasi. Piutang ini tanpa dikenakan bunga dan tidak memiliki jangka waktu pembayaran tetap.
- Pembentukan penyisihan kerugian atas penurunan nilai piutang pihak berelasi adalah sehubungan dengan penelaahan yang berkesinambungan oleh manajemen atas kemampuan masing-masing pihak berelasi untuk melunasi kewajibannya.

d. Utang usaha - pihak berelasi (Catatan 18)

	2020	2019
Lain-lain (dibawah Rp10 miliar)	<u>14.917</u>	<u>14.381</u>

e. Utang lain-lain - pihak berelasi (Catatan 19)

	2020	2019
Dana Pensiun Bakrie	26.828	26.828
Lain-lain (dibawah Rp10 miliar)	<u>12.599</u>	<u>11.404</u>
Total	<u>39.427</u>	<u>38.232</u>

Saldo utang lain-lain kepada pihak berelasi berasal dari pinjaman modal kerja, pembelian saham, iuran dana pensiun dan biaya sewa.

f. Utang pihak berelasi

	2020	2019
PT Cimanggis Cibitung Tollways	69.697	69.697
PT Kalimantan Prima Power	6.311	6.311
PT Petromine Energy Trading	-	114.132
PT Bakrie Capital Indonesia	-	10.323
Lain-lain (dibawah Rp10 miliar)	<u>2.002</u>	<u>2.557</u>
Total	<u>78.010</u>	<u>203.020</u>

Saldo utang pihak berelasi berasal dari pinjaman untuk proyek jangka panjang dan belanja modal. Utang-utang ini tanpa dikenakan bunga dan tidak memiliki jangka waktu pembayaran tetap.

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**38. TRANSACTIONS WITH RELATED PARTIES
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- The balances of due from related parties arise from borrowings (advances) and reimbursement of expenses to related parties. These receivables are non-interest bearing and with no fixed collection schedule.
- Allowance for impairment losses of due from related parties is in connection with review of the sustainable management of the capability each related party to pay its obligation.

d. Trade payables - related parties (Note 18)

Persentase terhadap Total Liabilitas Konsolidasian/ Percentage to Total Consolidated Liabilities		
2020	2019	
0,12%	0,12%	Others (below Rp10 billion)

e. Other payables - related parties (Note 19)

Persentase terhadap Total Liabilitas Konsolidasian/ Percentage to Total Consolidated Liabilities		
2020	2019	
0,21%	0,22%	Dana Pensiun Bakrie
0,10%	0,10%	Others (below Rp10 billion)
0,31%	0,32%	Total

The balance of other payables - related parties arose from working capital loan, purchase of shares, contributions of retirement benefits and rent expenses.

f. Due to related parties

Persentase terhadap Total Liabilitas Konsolidasian/ Percentage to Total Consolidated Liabilities		
2020	2019	
0,56%	0,58%	PT Cimanggis Cibitung Tollways
0,05%	0,05%	PT Kalimantan Prima Power
0,00%	0,95%	PT Petromine Energy Trading
0,00%	0,09%	PT Bakrie Capital Indonesia
0,02%	0,02%	Others (below Rp10 billion)
0,63%	1,69%	Total

The balance of due to related parties arose from loan for long-term projects and capital expenditures. These payables are non-interest bearing loan and with no fixed payment schedule.

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**38. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI
(Lanjutan)**

**g. Piutang kepada Komisaris dan Direktur
(Catatan 16)**

Kelompok Usaha memberikan pinjaman tanpa bunga kepada komisaris dan direktur untuk pembelian rumah dan kendaraan bermotor. Saldo pinjaman kepada komisaris dan direksi pada tanggal 31 Desember 2020 dan 2019, masing-masing sebesar Rp0,04 miliar dan Rp0,3 miliar, yang disajikan sebagai bagian dari "Aset Tidak Lancar Lainnya" dalam laporan posisi keuangan konsolidasian.

h. Kompensasi manajemen kunci

Manajemen kunci Kelompok Usaha terdiri dari Dewan Komisaris dan Direksi Perusahaan dan *Chief Officers*.

Total remunerasi dan imbalan lainnya yang diberikan kepada personil manajemen kunci sebagai berikut:

**38. TRANSACTIONS WITH RELATED PARTIES
(Continued)**

**g. Receivable from Commissioners and Directors
(Note 16)**

The Group extended non-interest bearing loans to commissioners and directors for the purchase of houses and cars. The balances of the loans to commissioners and directors as of December 31, 2020 and 2019, are Rp0.04 billion and Rp0.3 billion, respectively, and are presented as part of "Other Non-Current Assets" in the consolidated statements of financial position.

h. Key management compensation

The Group's key management personnel consists of the Company's Boards of Commissioners and Directors and Chief Officers.

Total remuneration and other benefits given to key management personnel are as follows:

2020					
	Dewan Komisaris/ Board of Commissioners	Direksi/ Board of Directors	Personil Manajemen Kunci lainnya/ Other Key Management Personnel	Total/ Total	
Imbalan kerja jangka pendek	10.345	26.985	12.369	49.699	Short-term employment benefits
Imbalan pascakerja	-	6.183	3.358	9.541	Post-employment benefits
Imbalan kerja jangka panjang lainnya	-	9.624	2.814	12.438	Other long-term benefits
Total	10.345	42.792	18.541	71.678	Total
2019					
	Dewan Komisaris/ Board of Commissioners	Direksi/ Board of Directors	Personil Manajemen Kunci lainnya/ Other Key Management Personnel	Total/ Total	
Imbalan kerja jangka pendek	10.314	32.601	9.385	52.300	Short-term employment benefits
Imbalan pascakerja	-	6.842	2.459	9.301	Post-employment benefits
Imbalan kerja jangka panjang lainnya	-	7.699	2.031	9.730	Other long-term benefits
Total	10.314	47.142	13.875	71.331	Total

i. Sifat hubungan berelasi

Pihak berelasi merupakan entitas sepengendali yang memiliki pemegang saham dan/atau anggota direksi dan dewan komisaris yang sama dengan Perusahaan, Entitas Anak, Entitas Asosiasi atau Entitas Pengendalian Bersama.

i. Nature of related parties

The related parties are under common control of the same shareholders and/or same members of the boards of directors or commissioners as the Company, Subsidiaries, Associates or Jointly Controlled Entities.

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**38. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI
(Lanjutan)**

Karena memiliki sifat berelasi, hal ini memungkinkan syarat dan kondisi transaksi dengan pihak yang mempunyai hubungan istimewa tidak sama jika transaksi tersebut dilakukan dengan pihak ketiga, contohnya pinjaman karyawan.

Kelompok Usaha memiliki usaha yang terbagi dalam dua operasi yang meliputi usaha yang berhubungan dengan infrastruktur dan manufaktur serta perdagangan, jasa dan investasi.

39. SEGMENT OPERASI

Informasi tentang segmen usaha Kelompok Usaha adalah sebagai berikut:

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**38. TRANSACTIONS WITH RELATED PARTIES
(Continued)**

Because of these relationships, it is possible that the terms and conditions of these transactions are not the same as those that would result from transactions with third parties, such as employee loans.

The Group classified its products and services into two core business segments namely infrastructure and manufacturing as well as trading, services and investment.

39. OPERATING SEGMENT

Information concerning the Group business segments is as follows:

	2020					
	Infrastruktur dan Manufaktur/ <i>Infrastructure and Manufacturing</i>	Perdagangan, Jasa dan Investasi/ <i>Trading, Services, and Investment</i>	Jasa Pabrikasi dan Konstruksi/ <i>Fabrication Construction and Services</i>	Eliminasi/ <i>Elimination</i>	Konsolidasian/ <i>Consolidated</i>	
PENDAPATAN NETO	2.271.136	18.451	165.360	-	2.454.947	NET REVENUES
BEBAN POKOK PENDAPATAN	2.062.085	59	146.876	-	2.209.020	COST OF REVENUES
LABA USAHA	209.051	18.392	18.484	-	245.927	GROSS PROFIT
BEBAN USAHA						OPERATING EXPENSES
Beban karyawan	132.448	93.018	18.670	-	244.136	Personnel expenses
Beban umum dan administrasi	111.923	28.830	28.152	-	168.905	General and administrative expenses
Beban penjualan	109.475	72	2.443	-	111.990	Selling expenses
Total Beban Usaha	353.846	121.920	49.265	-	525.031	Total Operating Expenses
RUGI USAHA	(144.795)	(103.528)	(30.781)	-	(279.104)	OPERATING LOSS
PENGHASILAN (BEBAN) LAIN-LAIN						OTHER INCOME CHARGES
Keuntungan atas pelepasan aset tetap - neto	28.582	-	-	-	28.582	Gain on disposal of fixed assets - net
Pendapatan bunga	7.191	6.839	(35)	-	13.995	Interest income
Kerugian atas nilai wajar investasi	(395.835)	-	-	-	(395.835)	Loss on fair value of investment
Beban bunga dan keuangan	(54.565)	(90.806)	(18.352)	-	(163.723)	Interest and financial expenses
Kerugian atas penurunan nilai aset tetap	(56.093)	-	-	-	(56.093)	Loss on impairment of fixed assets
Kerugian selisih kurs - neto	(4.379)	(16.038)	(9.314)	-	(29.731)	loss on foreign exchange - net
Beban bagi hasil musyarakah	(4.298)	-	-	-	(4.298)	Musyarakah sharing expense
Beban murabahah	(1.100)	-	-	-	(1.100)	Murabahah expense
Perubahan nilai wajar instrumen keuangan - neto	-	(81)	-	-	(81)	Fair value changes of financial instruments - net
Bagian atas laba (rugi) neto pada dari entitas asosiasi dan pengendalian bersama	-	(322.703)	-	322.703	-	Share in net profit (loss) of associated and jointly controlled entities
Lain-lain - neto	417.965	(335.797)	(122.675)	589	(39.918)	Others - net
Penghasilan (Beban) Lain-lain - Neto	(62.532)	(758.586)	(150.377)	323.292	(648.202)	Other Income (Charges) - Net
LABA (RUGI) SEBELUM MANFAAT (BEBAN) PAJAK PENGHASILAN	(207.327)	(862.114)	(181.157)	323.292	(927.306)	PROFIT (LOSS) BEFORE INCOME TAX BENEFIT (EXPENSE)
MANFAAT (BEBAN) PAJAK PENGHASILAN						INCOME TAX BENEFIT (EXPENSE)
Kini	(14.277)	-	-	-	(14.277)	Current
Tangguhan	(11.916)	-	23.251	(77)	11.258	Deferred
Beban Pajak Penghasilan - Neto	(26.193)	-	23.251	(77)	(3.019)	Income Tax Expense - Net
LABA (RUGI) NETO	(233.520)	(862.114)	(157.906)	323.215	(930.325)	NET PROFIT (LOSS)

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39. SEGMENT OPERASI (Lanjutan)

39. OPERATING SEGMENT (Continued)

	2020					
	Infrastruktur dan Manufaktur/ <i>Infrastructure and Manufacturing</i>	Perdagangan, Jasa dan Investasi/ <i>Trading, Services, and Investment</i>	Jasa Pabrikasi dan Konstruksi/ <i>Fabrication Construction and Services</i>	Eliminasi/ <i>Elimination</i>	Konsolidasian/ <i>Consolidated</i>	
Aset tetap - neto	1.573.386	24.764	-	283.725	1.881.875	Fixed assets - net
Aset segmen lainnya	3.001.614	9.406.173	-	(307.876)	12.099.911	Other assets per segment
Investasi pada entitas asosiasi	42	2.823.759	-	(2.813.801)	10.000	Investments in associates
TOTAL ASET	4.575.042	12.254.696	-	(2.837.952)	13.991.786	TOTAL ASSETS
TOTAL LIABILITAS	1.982.699	10.758.467	-	(194.067)	12.547.099	TOTAL LIABILITIES
	2019					
	Infrastruktur dan Manufaktur/ <i>Infrastructure and Manufacturing</i>	Perdagangan, Jasa dan Investasi/ <i>Trading, Services, and Investment</i>	Jasa Pabrikasi dan Konstruksi/ <i>Fabrication Construction and Services</i>	Eliminasi/ <i>Elimination</i>	Konsolidasian/ <i>Consolidated</i>	
PENDAPATAN NETO	2.791.014	81.233	363.430	-	3.235.677	NET REVENUES
BEBAN POKOK PENDAPATAN	2.264.401	1.292	291.727	-	2.557.420	COST OF REVENUES
LABA USAHA	526.613	79.941	71.703	-	678.257	GROSS PROFIT
BEBAN USAHA						OPERATING EXPENSES
Beban karyawan	157.211	87.083	17.495	-	261.789	Personnel expenses
Beban umum dan administrasi	81.349	27.090	48.642	-	157.081	General and administrative expenses
Beban penjualan	118.595	664	2.459	-	121.718	Selling expenses
Total Beban Usaha	357.155	114.837	68.596	-	540.588	Total Operating Expenses
LABA (RUGI) USAHA	169.458	(34.896)	3.107	-	137.669	OPERATING PROFIT (LOSS)
PENGHASILAN (BEBAN) LAIN-LAIN						OTHER INCOME (CHARGES)
Bagian atas laba (rugi) neto pada dari entitas asosiasi dan pengendalian bersama	-	1.584.378	-	(825.508)	758.870	Share in net profit (loss) of associated and jointly controlled entities
Keuntungan (kerugian) selisih kurs - neto	(7.026)	107.627	(10.471)	-	90.130	Gain (loss) on foreign exchange - net
Pendapatan bunga	7.914	17.295	8.915	-	34.124	Interest income
Keuntungan atas pelepasan aset tetap	1.747	-	-	-	1.747	Gain on sale of fixed assets
Beban bunga dan keuangan	(76.193)	(91.504)	(7.406)	-	(175.103)	Interest and financial expenses
Beban bagi hasil musyarakah	(5.774)	-	-	-	(5.774)	Musyarakah sharing expense
Perubahan nilai wajar instrumen keuangan - neto	-	(5.545)	-	-	(5.545)	Fair value changes of financial instruments - net
Beban murabahah	(2.246)	-	-	-	(2.246)	Murabahah expense
Lain-lain - neto	(136.082)	43.441	140.293	-	47.652	Others - net
Penghasilan (Beban) Lain-lain - Neto	(217.660)	1.655.692	131.331	(825.508)	743.855	Other Income (Charges) - Net
LABA (RUGI) SEBELUM MANFAAT (BEBAN) PAJAK PENGHASILAN	(48.202)	1.620.796	134.438	(825.508)	881.524	PROFIT (LOSS) BEFORE INCOME TAX BENEFIT (EXPENSE)
MANFAAT (BEBAN) PAJAK PENGHASILAN						INCOME TAX BENEFIT (EXPENSE)
Kini	(58.427)	-	-	-	(58.427)	Current
Tangguhan	40.173	-	-	-	40.173	Deferred
Beban Pajak Penghasilan - Neto	(18.254)	-	-	-	(18.254)	Income Tax Expense - Net
LABA (RUGI) NETO	(66.456)	1.620.796	134.438	(825.508)	863.270	NET PROFIT (LOSS)
Aset tetap - neto	1.751.978	27.863	44.830	283.724	2.108.395	Fixed assets - net
Aset segmen lainnya	1.071.436	9.393.282	2.690.364	(908.939)	12.246.143	Other assets per segment
Investasi pada entitas asosiasi	47	3.108.729	-	(3.098.776)	10.000	Investments in associates
TOTAL ASET	2.823.461	12.529.874	2.735.194	(3.723.991)	14.364.538	TOTAL ASSETS
TOTAL LIABILITAS	2.030.459	10.757.742	-	(218.900)	12.009.860	TOTAL LIABILITIES

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40. PERJANJIAN DAN IKATAN YANG SIGNIFIKAN

Kelompok Usaha memiliki perjanjian dan ikatan yang signifikan sebagai berikut:

a. Perjanjian Pengangkutan Gas antara PT Perusahaan Listrik Negara (PLN) (Persero), Perusahaan dan Petronas Carigali Miurah Ltd. (PCM) untuk Pembangkit Listrik Tambak Lorok

Perusahaan, PLN dan PCM, menandatangani *Gas Transportation Agreement* (GTA) ruas Kepodang-Tambak Lorok di Kantor Badan Pengelolaan Hulu (BPH-Migas).

Penandatanganan ini merupakan tindak lanjut diterbitkannya SK Menteri Energi dan Sumber Daya Mineral No. 2700 K/11/MEM/2012 tentang Rencana Induk Jaringan Transmisi dan Distribusi Gas Bumi Nasional (RIJTDGBN) Tahun 2015-2025 yang menyatakan bahwa pembangunan ruas Kalija (Kalimantan Timur-Jawa Tengah) dapat dilakukan bertahap dengan pertimbangan ketersediaan pasokan gas bumi.

Perusahaan, sebagai pemenang lelang ruas transmisi Kalija pada tahun 2006, dapat memulai pembangunan ruas yang nantinya akan mengirimkan gas dari Kepodang-Tambak Lorok ke Pembangkit Listrik Tenaga Gas Tambak Lorok milik PT PLN sebanyak 354 Billion Cubic Feet hingga tahun 2026.

b. Perjanjian-perjanjian Sehubungan dengan Proyek Konstruksi Pipa

Pada tanggal 16 Desember 1996, PT Bakrie Harper (BHP), Entitas Anak, mengadakan perjanjian dengan Punj Lloyd (Malaysia) Sdn Bhd sebagai kontraktor untuk melaksanakan Proyek PIPANISASI Kertapati - Jambi. Nilai kontrak atas proyek tersebut adalah sebesar USD152,5 juta, termasuk setoran jaminan proyek sebesar USD37,0 juta atau setara dengan Rp262,7 miliar, untuk periode dua puluh empat (24) bulan sejak tanggal efektifnya perjanjian tersebut. Punj Lloyd (Malaysia) Sdn Bhd telah mengalihkan seluruh hak dan kewajibannya dalam proyek ini kepada PT Punj Lloyd Indonesia (PLI) setelah PLI berdiri di bawah hukum Indonesia.

Pada tanggal 11 Mei 2020, PT Bakrie Harper dan PT Pertamina (Persero) telah menindaklanjuti putusan BANI tanggal 21 Februari 2018 dengan menyelesaikan permasalahan mereka melalui kesepakatan pembayaran yang dilakukan PT Pertamina (Persero). Selanjutnya, PT Bakrie Harper dan PT Pertamina (Persero) melakukan penyelesaian berupa serah terima dokumen terkait proyek PIPANISASI Kertapati - Jambi.

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40. SIGNIFICANT AGREEMENTS AND COMMITMENTS

The Group has outstanding significant agreements and commitments as follows:

a. Gas Transportation Agreement between PT Perusahaan Listrik Negara (PLN) (Persero), the Company and Petronas Carigali Miurah Ltd. (PCM) for Tambak Lorok Power Plant

The Company, PLN and PCM signed a *Gas Transportation Agreement* (GTA) segment Kepodang-Tambak Lorok in the office of Badan Pengelolaan Hulu (BPH-Migas).

The signing was as the follow-up of the Ministry of Energy Mineral Resources (EMR) Decree Number 2700 K/11/MEM/2012 regarding the Master Plan for Transmission Network and National Gas Distribution (RIJTDGBN) Year 2015-2025 which states that the construction of Kalija section (East Kalimantan-Central Java) can be performed gradually with consideration of the availability of natural gas supply.

The Company, as the bid winner of Kalija transmission segment in 2006, was able to start the segment construction which will transmit gas from Kepodang-Tambak Lorok to Pembangkit Listrik Tenaga Gas Tambak Lorok owned by PT PLN as much as 354 Billion Cubic Feet up to 2026.

b. Agreements Related to Pipeline Construction Projects

On December 16, 1996, PT Bakrie Harper (BHP), Subsidiary, entered into a cooperation agreement with Punj Lloyd (Malaysia) Sdn Bhd as the contractor for the Kertapati - Jambi Pipeline Project. The contract price of this project amounted to USD152.5 million including a project security deposit of USD37.0 million or equivalent to Rp262.7 billion and covering a twenty-four (24) month period commencing from the effective date of the agreement. Punj Lloyd (Malaysia) Sdn Bhd was entitled to assign its rights and obligation in the project in favor of PT Punj Lloyd Indonesia (PLI) after PLI was established and organized under the laws of the Republic of Indonesia.

On May 11, 2020, PT Bakrie Harper and PT Pertamina (Persero) followed up on BANI's decision on February 21, 2018 with completing their decision through a payment agreement made by PT Pertamina (Persero). Furthermore, PT Bakrie Harper and PT Pertamina (Persero) made a settlement in the form of handover of documents related to the Kertapati - Jambi pipeline project.

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41. TRANSAKSI DERIVATIF

Pada tanggal 30 November 2011, Perusahaan menandatangani *Master Confirmation for Share Swap Transactions* dengan Glencore International AG (Glencore) dengan jumlah komitmen transaksi senilai USD200,0 juta dikurangi biaya transaksi tertentu. Glencore membeli saham BUMI sampai dengan jumlah USD200,0 juta tersebut dikurangi transaksi tertentu. Berdasarkan perjanjian tersebut Perusahaan mempunyai opsi untuk membeli saham BUMI mulai enam (6) bulan dan terakhir tiga puluh (30) bulan setelah tanggal transaksi pertama, pada harga sebesar rata-rata tertimbang harga yang direalisasikan Glencore ditambah biaya transaksi. Untuk dapat melaksanakan opsi tersebut, Perusahaan melakukan pembayaran uang muka tertentu setiap enam (6) bulan yang jumlahnya ditentukan oleh Glencore. Transaksi ini menghasilkan derivatif liabilitas pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp8,2 triliun dan Rp7,1 triliun.

Perubahan atas nilai wajar dari aset derivatif dan liabilitas derivatif dicatat dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai rugi masing-masing sebesar Rp81 juta dan Rp5,5 miliar untuk tahun yang berakhir pada 31 Desember 2020 dan 2019.

41. DERIVATIVE TRANSACTIONS

On November 30, 2011, the Company signed a *Master Confirmation for Share Swap Transactions* with Glencore International AG (Glencore) with transaction commitment amount of USD200.0 million less certain transaction costs. Glencore bought BUMI shares up to the amount of USD200.0 million, net of certain transaction costs. Under the agreement, the Company has the option to purchase those BUMI shares from Glencore starting six (6) months until Thirty (30) months after the date of first transaction, at the price equal to the weighted average realized by Glencore, plus transaction costs. In order to implement the option, the Company made advance payments given every six (6) months of the amount determined by Glencore. This transaction resulted to a derivative liability as of December 31, 2020 and 2019 amounting to Rp8.2 trillion and Rp7.1 trillion, respectively.

Net changes in fair values of derivative liability recognized in the consolidated statements of profit or loss and other comprehensive income as loss amounting to Rp81 million and Rp5.5 billion for the years ended December 31, 2020 and 2019, respectively.

42. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING

Kelompok Usaha memiliki aset dan liabilitas dalam mata uang asing sebagai berikut:

42. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES

The Group had monetary assets and liabilities in foreign currencies as follows:

	2020		2019		
	Mata Uang Asing (Angka Penuh)/ Original Currency (Full Amount)	Setara Rupiah/ Equivalent Rupiah	Mata Uang Asing (Angka Penuh)/ Original Currency (Full Amount)	Setara Rupiah/ Equivalent Rupiah	
Aset					Assets
Kas dan setara kas					Cash and cash equivalents
Dolar AS	1.352.852	19.082	2.249.754	31.273	US Dollar
India Rupee	-	-	194.630	38	India Rupee
Euro	5.458	94	5.393	84	Euro
Yen Jepang	1.261	172	2.774	355	Japanese Yen
Dolar Singapura	151	2	154	2	Singaporean Dollar
Investasi jangka pendek					Short-term investments
Dolar AS	589.902.290	8.320.577	552.662.952	7.682.573	US Dollar
Piutang usaha					Trade receivables
Dolar AS	273.917	3.864	6.264.570	87.085	US Dollar
Piutang lain-lain					Other receivables
Dolar AS	18.510.211	261.087	8.788.033	122.163	US Dollar
Piutang pihak berelasi					Due from related parties
Dolar AS	8.788.033	123.955	16.948.110	235.596	US Dollar
Kas yang dibatasi penggunaannya					Restricted cash in banks
Dolar AS	105.560	1.489	12.877	179	US Dollar
Yen Jepang	-	-	5.470	700	Japanese Yen

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42. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING (Lanjutan)

42. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (Continued)

	2020		2019		
	Mata Uang Asing (Angka Penuh)/ Original Currency (Full Amount)	Setara Rupiah/ Equivalent Rupiah	Mata Uang Asing (Angka Penuh)/ Original Currency (Full Amount)	Setara Rupiah/ Equivalent Rupiah	
Dolar AS	618.932.863	8.730.054	586.926.296	8.158.869	US Dollar
India Rupee	-	-	194.630	38	India Rupee
Yen Jepang	1.261	172	8.244	1.055	Japanese Yen
Euro	5.458	94	5.393	84	Euro
Dolar Singapura	151	2	154	2	Singaporean Dollar
Total Aset		8.730.322		8.160.048	Total Assets
Liabilitas					Liabilities
Utang usaha					Trade payables
Dolar AS	6.584.853	92.879	25.803.442	358.894	US Dollar
Dolar Australia	20.608	222	20.608	201	Australian Dollar
Utang lain-lain					Other payables
Dolar AS	664.716	9.376	695.066	9.662	US Dollar
Biaya masih harus dibayar					Accrued expenses
Dolar AS	26.913.655	379.617	26.826.007	372.909	US Dollar
GBP	9.400	179	9.668	176	Pound Sterling
Dolar Singapura	-	-	2.989	31	Singapore Dollar
Pinjaman jangka pendek					Short-term loans
Dolar AS	1.433.990	20.227	1.633.983	22.714	US Dollar
Liabilitas derivatif					Derivative liabilities
Dolar AS	578.815.400	8.164.197	513.665.050	7.140.463	US Dollar
Pinjaman jangka panjang					Long-term loans
Dolar AS	110.307.528	1.555.889	111.612.461	1.551.526	US Dollar
Dolar AS	724.720.142	10.222.185	680.236.009	9.456.168	US Dollar
Dolar Australia	20.608	222	20.608	201	Australian Dollar
GBP	9.400	179	9.668	176	Pound Sterling
Dolar Singapura	-	-	2.989	31	Singapore Dollar
Total Liabilitas		10.222.586		9.456.576	Total Liabilities
Liabilitas - Neto		(1.492.264)		(1.296.528)	Net Liabilities

43. INSTRUMEN KEUANGAN

Tabel berikut menyajikan jumlah tercatat dan taksiran nilai wajar dari instrumen keuangan Kelompok Usaha yang dicatat di laporan posisi keuangan konsolidasian:

43. FINANCIAL INSTRUMENTS

The following table sets forth the carrying amounts and estimated fair values of Group's financial instruments that were carried on the consolidated statements of financial position:

	2020		2019		
	Jumlah Tercatat/ Carrying Amounts	Nilai Wajar/ Fair Values	Jumlah Tercatat/ Carrying Amounts	Nilai Wajar/ Fair Values	
Aset Keuangan					Financial Assets
Nilai wajar melalui laba rugi					Fair value through profit or loss
Diperdagangkan	50.566	50.566	49.835	49.835	Held for trading
Dana investasi	8.298.011	8.298.011	7.637.738	7.637.738	Investment funds
Subtotal	8.348.577	8.348.577	7.687.573	7.687.573	Subtotal
Kas	1.393	1.393	2.083	2.083	Cash on hand

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43. INSTRUMEN KEUANGAN (Lanjutan)

43. FINANCIAL INSTRUMENTS (Continued)

	2020		2019		
	Jumlah Tercatat/ Carrying Amounts	Nilai Wajar/ Fair Values	Jumlah Tercatat/ Carrying Amounts	Nilai Wajar/ Fair Values	
<u>Diukur pada biaya perolehan diamortisasi</u>					<u>Measured at amortized cost</u>
Pinjaman yang diberikan					Loans and receivables
dan piutang					Cash in banks and
Kas di bank dan					cash equivalents
setara kas	81.619	81.619	124.094	124.094	Time deposit
Deposito berjangka	2.200	2.200	2.200	2.200	Trade receivables
Piutang usaha					Third parties
Pihak ketiga	859.327	859.327	1.053.149	1.053.149	Related parties
Pihak berelasi	21.898	21.898	8.996	8.996	Other receivables - third parties
Piutang lain-lain - pihak ketiga	533.142	533.142	1.361.509	1.361.509	Other current assets
Aset lancar lainnya					
Dana yang dibatasi					Restricted funds
penggunaannya	7.751	7.751	13.409	13.409	Due from related parties
Piutang pihak berelasi	189.059	189.059	282.778	282.778	Long-term trade receivables
Piutang usaha jangka panjang		-	-	-	Other non-current assets
Aset tidak lancar lainnya					
Kas di bank yang					Restricted cash in banks
dibatasi penggunaannya	83.991	83.991	164.735	164.735	Receivable from
Piutang dari komisaris	47	47	316	316	commissioners and directors
dan direktur					Security deposits
Jaminan	14.625	14.625	19.383	19.383	
Subtotal	1.793.659	1.793.659	3.030.569	3.030.569	Subtotal
<u>Nilai wajar melalui</u>					<u>Fair value through</u>
<u> penghasilan komprehensif lain</u>					<u>other comprehensive income</u>
Efek ekuitas tercatat	11.166	11.166	10.756	10.756	Quoted equity securities
Efek ekuitas tidak tercatat	992.718	992.718	263.067	263.067	Unquoted equity securities
Subtotal	1.003.884	1.003.884	273.823	273.823	Subtotal
Total Aset Keuangan	11.147.513	11.147.513	10.994.048	10.994.048	Total Financial Assets
Liabilitas Keuangan					Financial Liabilities
<u>Liabilitas keuangan pada FVTPL</u>					<u>Financial liability at FVTPL</u>
Liabilitas derivatif	8.164.197	8.164.197	7.140.463	7.140.463	Derivative liabilities
<u>Diukur pada biaya perolehan</u>					<u>Measured at amortized cost</u>
<u> diamortisasi</u>					<u>Short-term loans</u>
Pinjaman jangka pendek	436.993	436.993	442.854	442.854	Short-term musyarakah
Pembiayaan musyarakah					financing
jangka pendek	-	-	12.000	12.000	Trade payables
Utang usaha					Third parties
Pihak ketiga	408.251	408.251	722.462	722.462	Related parties
Pihak berelasi	14.917	14.917	14.381	14.381	Other payables
Utang lain-lain					Third parties
Pihak ketiga	156.779	156.779	198.909	198.909	Related parties
Pihak berelasi	39.427	39.427	38.232	38.232	Accrued expenses
Beban masih harus dibayar	875.753	875.753	765.815	765.815	Long-term loans
Pinjaman jangka panjang	1.671.939	1.671.939	1.676.510	1.676.510	Lease liabilities
Liabilitas sewa	3.443	3.443	1.563	1.563	Murabahah financing
Pembiayaan murabahah	7.610	7.610	10.464	10.464	Musyarakah financing
Pembiayaan musyarakah	23.149	23.149	21.256	21.256	Due to related parties
Utang pihak berelasi	78.010	78.010	203.020	203.020	
Subtotal	3.716.271	3.716.271	4.107.466	4.107.466	Subtotal
Total Liabilitas Keuangan	11.880.468	11.880.468	11.247.929	11.247.929	Total Financial Liabilities

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43. INSTRUMEN KEUANGAN (Lanjutan)

Metode dan asumsi berikut ini digunakan untuk mengestimasi nilai wajar untuk setiap kelompok instrumen keuangan yang praktis untuk memperkirakan nilai tersebut:

Aset dan liabilitas keuangan jangka pendek:

- Instrumen keuangan jangka pendek dengan jatuh tempo satu tahun atau kurang (kas dan setara kas, deposito berjangka, piutang usaha, piutang lain-lain, pinjaman jangka pendek, utang usaha, utang lain-lain dan beban masih harus dibayar).

Instrumen keuangan ini sangat mendekati nilai tercatat mereka karena jatuh tempo mereka dalam jangka pendek (tingkat 2).

- Instrumen keuangan yang diperdagangkan dan efek ekuitas yang tercatat.

Instrumen ini diukur pada nilai wajarnya dengan menggunakan teknik penilaian kuotasi harga pasar untuk instrumen tersebut (tingkat 1).

- Instrumen derivatif.

Nilai wajar dari instrumen derivatif yang dimiliki ditentukan dengan teknik penilaian tertentu, yang menggunakan data pasar yang dapat diobservasi, antara lain dengan mendiskontokan arus kas masa datang menggunakan suku bunga transaksi pasar terkini yang dapat diobservasi yang berlaku untuk instrumen dengan persyaratan, risiko kredit dan jatuh tempo yang sama (tingkat 2).

Aset dan liabilitas keuangan jangka panjang:

- Aset keuangan tidak lancar lainnya dan piutang pihak berelasi.

Untuk aset keuangan tidak lancar lainnya yang tidak dikuotasi di harga pasar dan nilai wajarnya tidak dapat diukur secara andal tanpa menimbulkan biaya yang berlebihan, dicatat berdasarkan nilai nominal dikurangi penurunan nilai.

- Liabilitas keuangan jangka panjang dengan suku bunga tetap dan variabel (pinjaman jangka panjang dan liabilitas sewa yang tidak dikuotasi).

Nilai wajar dari liabilitas keuangan ini ditentukan dengan mendiskontokan arus kas masa datang menggunakan suku bunga yang berlaku dari transaksi pasar yang dapat diamati untuk instrumen dengan persyaratan, risiko kredit dan jatuh tempo yang sama (tingkat 2).

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43. FINANCIAL INSTRUMENTS (Continued)

The following methods and assumptions were used to estimate the fair value of each class of financial instrument for which it is practicable to estimate such value:

Short-term financial assets and liabilities:

- Short-term financial instruments with remaining maturities of one year or less (cash and cash equivalents, time deposits, trade receivables, other receivables, short-term loans, trade payables, other payables and accrued expenses).

These financial instruments approximate to carrying amounts largely due to their short-term maturities (level 2).

- Trading financial instruments and quoted equity instruments.

These instruments are measured at their fair values using quoted market prices existing for such instruments (level 1).

- Derivative instruments.

The fair values of derivative instruments were determined using valuation techniques, which maximizing the use of observable market data, among others by discounting future cash flows using applicable rates from observable current market transactions for instruments with similar terms, credit risk and remaining maturities (level 2).

Long-term financial assets and liabilities:

- Other non-current financial assets and due from related parties.

Other non-current financial assets that are not stated at quoted market price and whose fair value cannot be reliably measured without incurring excessive costs, are carried at their nominal amounts less any impairment losses.

- Long-term fixed-rate and variable-rate financial liabilities (unquoted long-term loans and lease liabilities).

The fair value of these financial liabilities is determined by discounting future cash flows using applicable rates from observable current market transactions for instruments with similar terms, credit risk and remaining maturities (level 2).

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43. INSTRUMEN KEUANGAN (Lanjutan)

- Liabilitas keuangan yang tidak dikuotasikan dalam pasar aktif (utang pihak berelasi)

Liabilitas keuangan ini dicatat berdasarkan nilai nominal karena nilai wajarnya tidak dapat diukur secara andal. Tidak praktis untuk memperkirakan nilai wajar dari instrumen keuangan ini dikarenakan tidak memiliki jangka waktu pembayaran yang tetap.

44. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN

Risiko-risiko Keuangan

Kegiatan Kelompok Usaha terekspos terhadap berbagai risiko keuangan yaitu: risiko pasar (termasuk risiko suku bunga, risiko mata uang asing dan risiko harga), risiko kredit dan risiko likuiditas.

Tujuan manajemen risiko Kelompok Usaha secara keseluruhan adalah untuk secara efektif mengendalikan risiko-risiko ini dan meminimalisasi pengaruh kerugian yang dapat terjadi terhadap kinerja keuangan Kelompok Usaha. Direksi menelaah dan menyetujui kebijakan untuk mengendalikan setiap risiko ini, yang diringkas di bawah ini, dan juga memonitor risiko harga pasar dari semua instrumen keuangan.

a. Risiko Pasar

Risiko pasar adalah risiko yang dapat memengaruhi Kelompok Usaha akibat fluktuasi dari harga saham aset yang dimiliki, tingkat bunga dan kurs nilai tukar yang terkait dengan portofolio investasi sehingga berdampak pada posisi keuangan dan nilai investasi Kelompok Usaha di pasar, baik dari pergerakan yang tidak sesuai dengan harapan Perusahaan dan peningkatan volatilitas.

Identifikasi, penilaian, dan pemantauan risiko pasar dilakukan terhadap kinerja harga saham Perusahaan dan portofolio investasinya di pasar, volatilitas nilai tukar dan tingkat bunga. Faktor-faktor lain yang dinilai memiliki dampak atau kontribusi terhadap kinerja dan/atau volatilitas dari indikator risiko pasar tersebut yang dapat digunakan sebagai data pembandingan guna memperoleh akurasi penilaian risiko pasar, antara lain: kinerja fundamental keuangan Perusahaan dan portofolio investasinya, kondisi makroekonomi, serta informasi perkembangan industri terkait lainnya.

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43. FINANCIAL INSTRUMENTS (Continued)

- Financial liability not quoted on an active market (due to related parties)

This financial liability was carried at its nominal amount since its fair value cannot be reliably measured. It was not practical to estimate the fair value of this financial instrument because there was no fixed repayment term.

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

Financial Risks

The Group's activities expose it to a variety of financial risks namely: market risk (including interest rate risk, foreign currency risk and price risk), credit risk and liquidity risk.

The Group's overall risk management objective is to effectively manage these risks and minimize potential adverse effects on its financial performance. The Board of Directors reviews and approves the policies for managing each of these risks, which are summarized below, and also monitors the market price risks arising from all financial instruments.

a. Market Risk

Market risk refers to the risk that arises when the Group is confronted with fluctuations in share price of the assets owned, interest rates and exchange rates related to the investment portfolio that impact the Group's financial position and investment value on the market, both on market movement against the Company's expectations and volatility increase.

Identification, assessment, and monitoring of market risk are performed on market price performance of the Company's share and its investment portfolio, volatility of exchange rates and interest rates. Other factors considered to have impact on or contributing to performance and/or volatility of the market risk indicators that can be used as reference data in order to obtain accurate market risk assessment, are among others: the performance of the Company's financial fundamentals and its investment portfolio, macroeconomic conditions, as well as information on the development of other related industries.

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44. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (Lanjutan)

Sebagai langkah mitigasi terhadap risiko pasar, Kelompok Usaha melakukan hal-hal sebagai berikut:

- Menyampaikan laporan penilaian risiko secara berkala yang disampaikan kepada Komite Manajemen Risiko, CEO dan/atau pihak-pihak terkait lainnya untuk ditindaklanjuti dan dijadikan acuan dalam proses pengambilan keputusan. Adapun indikator hasil penilaian risiko pasar yang dilaporkan adalah risiko volatilitas dan eksposur risiko dalam nilai uang.
- Berkaitan dengan risiko ini, terdapat adanya dua tipe risiko yang harus dipertimbangkan, yaitu adanya eksposur nilai pasar yang berkurang dan eksposur nilai pasar yang meningkat. Pada eksposur pertama, tentunya jika Kelompok Usaha mengambil posisi yang mengasumsikan harga pasar yang meningkat, asumsi ini akan menyebabkan adanya risiko kerugian. Namun, pada eksposur kedua, jika Kelompok Usaha mengambil posisi mengasumsikan kejatuhan pasar, hal ini akan menyebabkan terjadinya risiko kesempatan kehilangan (*lost opportunity*). Berdasarkan kajian-kajian internal yang telah dilakukan dan dengan pengecekan pada beberapa kajian eksternal, Kelompok Usaha berkesimpulan bahwa terutama di negara berkembang pada umumnya, dan Indonesia pada khususnya, pasar akan mengalami peningkatan yang cukup tinggi seiring dengan laju pertumbuhan ekonomi di negara-negara di luar negara maju.
- Dalam hal ini, secara singkat, analisa internal menunjukkan bahwa risiko kesempatan yang hilang lebih besar daripada risiko kejatuhan pasar. Penempatan posisi portofolio Kelompok Usaha pada pasar yang sedang meningkat tersebut berkaitan dengan mitigasi faktor risiko pasar.
- Menetapkan limit risiko yang terdiri dari peringkat risiko (*risk rating*) berdasarkan volatilitas harga, rentang nilai beta, rentang nilai eksposur risiko yang masih dapat diterima, dan rentang nilai harga aset di pasar.

(1) Risiko Suku Bunga

Eksposur Kelompok Usaha terhadap risiko tingkat suku bunga terutama berasal dari simpanan di bank dan fasilitas pinjaman yang didasarkan pada tingkat suku bunga mengambang. Kelompok Usaha mengelola risiko keuangan ini dengan melakukan monitor terhadap tingkat suku bunga pasar.

Berdasarkan estimasi manajemen, sampai dengan tanggal pelaporan Perusahaan berikutnya, suku bunga mungkin meningkat/ menurun 100 basis poin dibandingkan tingkat bunga pada tanggal 31 Desember 2020 dan 2019.

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44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES(Continued)

As initiatives for mitigating market risk, the Group practices the following:

- Delivers periodic risk assessment report to the Risk Management Committee, CEO and/or other relevant parties to be followed-up and used as a reference in the decision-making process. The reported assessment result of market risk indicators are volatility risk and risk exposure to the value of money.
- Related to this particular risk, there are two types of risks that need to be considered, i.e., shrinking market value exposure and growing market value exposure. In the first exposure, if the Group takes a position that assumes that the market value is to grow, such a position will create a risk of loss. On the other hand, in the second exposure, if the Group takes a bearish position, it will create a risk of loss of opportunities. Based on internal analyses and through cross-checking with certain external analyses, the Group concludes that emerging markets in general, and that of Indonesia specifically, will expand as associated with the substantial economic growth experienced with countries outside the developed countries.
- In summary, internal analyses thus show that the risk of having loss of opportunity is greater than the risk of experiencing losses in a bear market. The Group portfolio's placement in growing markets is related to the market risk factor's mitigation initiatives.
- Sets risk limit that consists of risk rating based on price volatility, beta value range, the acceptable range of risk exposures, and the range of prices of assets on the market.

(1) Interest Rate Risk

The Group's exposure to interest rate risk is resulted from deposits with banks and credit facilities based on floating interest rates. The Group manages this financial risk by monitoring the market interest rates risk movement.

Based on management's estimate, until the Company's next reporting date, the interest rates may increase/ decrease by 100 basis points compared to the interest rate at December 31, 2020 and 2019.

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Jika suku bunga lebih tinggi/rendah 100 basis poin dengan seluruh variabel lain tetap, maka dampak terhadap laba rugi dan ekuitas pada tanggal 31 Desember 2020 dan 2019 akan berupa peningkatan/penurunan beban bunga sekitar Rp22,1 miliar dan Rp21,2 miliar.

(2) Risiko Mata Uang Asing

Kelompok Usaha terekspos risiko perubahan nilai tukar mata uang asing terutama dari biaya, aset dan liabilitas tertentu dalam Dolar AS, Dolar Singapura, Euro, GBP, Dolar Australia dan Yen Jepang yang timbul karena aktivitas pendanaan dan kegiatan operasional sehari-hari. Kelompok Usaha memonitor dan mengelola risiko ini dengan menyepadankan liabilitas keuangan dalam mata uang asing dengan aset keuangan dalam mata uang asing terkait dan melakukan pembelian atau penjualan mata uang asing saat diperlukan.

Manajemen memperkirakan bahwa nilai tukar Rupiah terhadap Dolar Amerika Serikat, Dolar Singapura, Euro, Dolar Australia dan Yen Jepang dapat melemah/menguat dalam kisaran hingga 5,9% dan 4,8% dibandingkan dengan nilai tukar pada tanggal 31 Desember 2020 dan 2019.

Jika Rupiah melemah/menguat hingga 5,9% untuk tahun 2019 dan 4,8% untuk tahun 2018 terhadap mata uang Dolar Amerika Serikat, Dolar Singapura, Euro, Dolar Australia dan Yen dengan seluruh variabel lain tetap, maka laba rugi dan ekuitas akan menjadi lebih tinggi/rendah masing-masing sekitar Rp88,0 miliar dan Rp91,3 miliar untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019.

(3) Risiko Harga

Kelompok Usaha menghadapi risiko harga efek ekuitas karena perdagangan investasi efek dan investasi efek tersedia untuk dijual yang dimiliki oleh Kelompok Usaha. Untuk mengelola risiko harga yang timbul dari investasi pada efek ekuitas, Kelompok Usaha mendiversifikasi portofolionya. Diversifikasi portofolio dilakukan dalam batas-batas yang ditetapkan oleh Kelompok Usaha.

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44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES(Continued)

If interest rate had been 100 basis points higher/lower with all other variables held constant, the effect on December 31, 2020 and 2019 profit or loss and equity would have been an increase/a decrease of interest expense by approximately Rp22.1 billion and Rp21.2 billion, respectively.

(2) Foreign Currency Risk

The Group is exposed to changes in foreign currency exchange rate primarily from certain expenses, assets and liabilities in US Dollar, Singapore Dollar, Euro, Pound Sterling, Australian Dollar, and Japanese Yen which arise from financing activities and daily operations. The Group monitors and manages the risk by matching the foreign currency financial liabilities with relevant foreign currency assets and buying or selling foreign currencies at spot rate when necessary.

Management estimates that the exchange rate of Rupiah against US Dollar, Singapore Dollar, Euro, Australian Dollar and Japanese Yen may weaken/strengthen within a range of up to 5.9% and 4.8% compared to the exchange rate as of December 31, 2020 and 2019.

If Rupiah had weakened/strengthened by up to 5.9% for 2019 and 4.8% for 2018 against US Dollar, Singapore Dollar, Euro, Australian Dollar, and Yen with all other variables held constant, profit or loss and equity would have increased/decreased approximately by Rp88.0 billion and Rp91.3 billion for the years ended December 31, 2020 and 2019, respectively.

(3) Price Risk

The Group is exposed to equity securities price risk because of the trading securities investment and available for sale securities investments held by the Group. To manage its price risk arising from investments in equity securities, the Group diversifies its portfolio. Diversification of the portfolio is done within the limits set by the Group.

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**44. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO
KEUANGAN (Lanjutan)**

Dampak dari kenaikan atau penurunan indeks ekuitas sebesar 3,8% dan 14% pada tanggal 31 Desember 2020 dan 2019 dengan semua variabel lainnya konstan dan semua instrumen ekuitas Kelompok Usaha dipindahkan sesuai dengan korelasi historis indeks, laba rugi dan ekuitas untuk tahun yang berakhir pada tanggal-tanggal tersebut akan menjadi lebih tinggi/lebih rendah masing-masing sebesar Rp26 juta dan Rp0,26 miliar.

b. Risiko Kredit

Risiko kredit adalah risiko di mana arus kas yang telah dijanjikan dari piutang Kelompok Usaha maupun dari efek yang dipegang Kelompok Usaha tidak dibayar penuh atau gagal dibayar. Transaksi ini dapat bersumber dari berbagai aktivitas operasi dan investasi.

Proses identifikasi risiko kredit dilakukan terhadap berbagai faktor, yaitu antara lain: tujuan kredit dan sumber pembayaran; profil risiko terkini dari calon debitur; kecukupan dan kualitas agunan/jaminan; analisis kemampuan untuk membayar kembali; analisis kemampuan bisnis internal dan perbandingan (*benchmarking*) dengan industri sejenis; serta rencana mitigasi risiko debitur apabila mengalami gagal bayar. Dalam proses pengelolaan risiko kredit tersebut, Kelompok Usaha menetapkan suatu *limit* risiko yang harus dipatuhi dan dijadikan acuan dalam pengelolaan transaksi investasi dan non-investasi yang termasuk kategori risiko kredit.

Eksposur maksimum risiko kredit adalah sebagai berikut:

Akun	2020	2019	Accounts
<u>Nilai wajar melalui laba rugi</u>			<u>Fair value through profit or loss</u>
Diperdagangkan	50.566	49.835	Held for trading
Dana investasi	8.298.011	7.637.738	Investment funds
<u>Diukur pada</u>			
<u>biaya perolehan diamortisasi</u>			<u>Measured at amortized cost</u>
Kas di bank dan setara kas	81.619	124.094	Cash in banks and cash equivalents
Deposito berjangka	2.200	2.200	Time deposits
Piutang usaha			Trade receivables
Pihak ketiga	1.046.229	1.175.605	Third parties
Pihak berelasi	21.898	8.996	Related parties
Piutang lain-lain - pihak ketiga	533.142	1.361.509	Other receivables - third parties
Aset lancar lainnya			Other current assets
Kas di bank yang dibatasi penggunaannya	7.751	13.409	Restricted cash in banks
Piutang pihak berelasi	189.059	282.778	Due from related parties
Aset tidak lancar lainnya			Other non-current assets
Kas di bank yang dibatasi penggunaannya	83.991	164.735	Restricted cash in banks

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**44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND
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The impact of increase or decrease on equity index amounting to 3.8% and 14% for December 31, 2020 and 2019 with all other variables held constant and all the Group's equity instruments moved according to the historical correlation of the index, profit or loss and equity for the years then ended would have been higher/lower amounting to Rp26 million and Rp0.26 billion, respectively.

b. Credit Risk

Credit risk is the risk that promised cash flows from receivables and securities held by the Group are not paid in full or are subject to default. The transactions may come from various operating or investing activities.

Credit risk identification process is carried out on various factors, including among other things: the purpose of credit and sources of payment; current risk profile of prospective borrowers, the adequacy and quality of collateral; analysis of ability to pay back; internal business capabilities analysis and comparison (*benchmarking*) with similar industry, as well as risk mitigation plan if the debtor has defaulted. In the process of managing credit risk, the Group has set a limit of risk that must be observed and used as a reference in the management of investment and non-investment transactions that include credit risk category.

Maximum exposure to credit risk is as follows:

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**44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND
POLICIES (Continued)**

Akun	2020	2019	Accounts
Piutang tidak lancar	13.423	9.979	Non-current receivables
Piutang dari komisaris, dan direktur	47	316	Receivable from commissioners and directors
Jaminan	14.425	19.383	Security deposits
<u>Nilai wajar melalui penghasilan komprehensif lain</u>			<u>Fair value through other comprehensive income</u>
Efek ekuitas tercatat	11.166	10.756	Quoted equity securities
Efek ekuitas tidak tercatat	992.718	263.067	Unquoted equity securities
Total	11.346.245	11.124.400	Total

Analisis umur aset keuangan yang belum jatuh tempo atau tidak mengalami penurunan nilai dan yang lewat jatuh tempo pada akhir periode pelaporan tetapi tidak mengalami penurunan nilai adalah sebagai berikut:

The aging analysis of financial assets that are not yet due or are not impaired and are past due at the end of the reporting period but not impaired is as follows:

2020							
Belum Jatuh Tempo ataupun Mengalami Penurunan Nilai/ <i>Neither Past Due nor Impaired</i>	Telah Jatuh Tempo tetapi Tidak Mengalami Penurunan Nilai/ <i>Past Due but Not Impaired</i>					Total/ Total	
	Kurang dari 3 bulan/ <i>Less than 3 months</i>	3 bulan - 6 bulan/ 3 months - 6 months	6 bulan - 1 tahun/ 6 months - 1 year	Lebih dari 1 tahun/ Over 1 year			
Nilai wajar diukur melalui laba rugi							Fair value through profit or loss
Diperdagangkan	50.566	-	-	-	-	50.566	Held for trading
Dana investasi	8.298.011	-	-	-	-	8.298.011	Investment funds
Biaya perolehan diamortisasi							Amortized cost
Kas di bank dan setara kas	81.619	-	-	-	-	81.619	Cash in banks and cash equivalents
Deposito berjangka	2.200	-	-	-	-	2.200	Time deposits
Piutang usaha	569.117	86.974	78.972	54.494	278.570	1.068.127	Trade receivables
Piutang lain-lain	-	-	-	-	533.142	533.142	Other receivables
Aset lancar lainnya							Other current assets
Kas di bank yang dibatasi							Restricted
penggunaannya	7.751	-	-	-	-	7.751	cash in banks
Piutang pihak berelasi	189.059	-	-	-	-	189.059	Due from related parties
Aset tidak lancar lainnya							Other non-current assets
Kas di bank yang dibatasi							Restricted
penggunaannya	83.991	-	-	-	-	83.991	cash in banks
Piutang tidak lancar	13.423	-	-	-	-	13.423	Non-current receivables
Piutang dari komisaris dan direktur	47	-	-	-	-	47	Receivable from commissioners and directors
Jaminan	14.425	-	-	-	-	14.425	Security deposits
Nilai wajar diukur melalui penghasilan komprehensif lain							Fair value through other comprehensive income
Efek ekuitas tercatat	11.166	-	-	-	-	11.166	Quoted equity securities
Efek ekuitas tidak tercatat	992.718	-	-	-	-	992.718	Unquoted equity securities
Total	10.314.093	86.974	78.972	54.494	811.712	11.346.245	Total

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**44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND
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2019							
Belum Jatuh Tempo ataupun Mengalami Penurunan Nilai/ <i>Neither Past Due nor Impaired</i>	Telah Jatuh Tempo tetapi Tidak Mengalami Penurunan Nilai/ <i>Past Due but Not Impaired</i>					Total/ Total	
	Kurang dari 3 bulan/ <i>Less than 3 months</i>	3 bulan - 6 bulan/ 3 months - 6 months	6 bulan - 1 tahun/ 6 months - 1 year	Lebih dari 1 tahun/ Over 1 year			
Nilai wajar diukur melalui laba rugi							<i>Fair value through profit or loss</i>
Diperdagangkan	49.835	-	-	-	-	49.835	<i>Held for trading</i>
Dana investasi	7.637.738	-	-	-	-	7.637.738	<i>Investment funds</i>
Biaya perolehan diamortisasi							<i>Amortized cost</i>
Kas di bank dan setara kas	124.094	-	-	-	-	124.094	<i>Cash in banks and cash equivalents</i>
Deposito berjangka	2.200	-	-	-	-	2.200	<i>Time deposits</i>
Piutang usaha	450.518	112.883	159.576	71.602	390.022	1.184.601	<i>Trade receivables</i>
Piutang lain-lain	-	-	-	-	1.361.509	1.361.509	<i>Other receivables</i>
Aset lancar lainnya							<i>Other current assets</i>
Kas di bank yang dibatasi penggunaannya	13.409	-	-	-	-	13.409	<i>Restricted cash in banks</i>
Piutang pihak berelasi	282.778	-	-	-	-	282.778	<i>Due from related parties</i>
Aset tidak lancar lainnya							<i>Other non-current assets</i>
Kas di bank yang dibatasi penggunaannya	164.735	-	-	-	-	164.735	<i>Restricted cash in banks</i>
Piutang tidak lancar	9.979	-	-	-	-	9.979	<i>Non-current receivables</i>
Piutang dari komisaris dan direktur	316	-	-	-	-	316	<i>Receivable from commissioners and directors</i>
Jaminan	19.383	-	-	-	-	19.383	<i>Security deposits</i>
Nilai wajar diukur melalui penghasilan komprehensif lain							<i>Fair value through other comprehensive income</i>
Efek ekuitas tercatat	10.756	-	-	-	-	10.756	<i>Quoted equity securities</i>
Efek ekuitas tidak tercatat	263.067	-	-	-	-	263.067	<i>Unquoted equity securities</i>
Total	9.028.808	112.883	159.576	71.602	1.751.531	11.124.400	Total

Pada tanggal 31 Desember 2020 dan 2019, piutang usaha yang secara individual mengalami penurunan nilai masing-masing sebesar Rp430,1 miliar dan Rp311,8 miliar dan terutama sehubungan dengan pelanggan yang secara tidak terduga mengalami situasi ekonomi yang sulit dan belum membayar piutang tersebut selama lebih dari dua (2) tahun dari tanggal jatuh tempo. Manajemen menilai bahwa sebagian dari piutang tersebut diharapkan dapat dipulihkan.

As of December 31, 2020 and 2019, individually impaired trade receivables, other receivables and due from related parties totaling to Rp430.1 billion and Rp311.8 billion, respectively, mainly relate to customers who are unexpectedly facing difficult economic situations and have not paid these receivables for more than two (2) years from due dates. The management assessed that a portion of these receivables is expected to be recovered.

c. Risiko Likuiditas

Risiko likuiditas adalah risiko atau kerugian yang mungkin diderita ketika ada pelunasan liabilitas segera yang menyebabkan Kelompok Usaha berada dalam posisi harus melikuidasi aset dalam waktu sangat singkat dan dengan harga rendah. Termasuk dalam kategori risiko likuiditas yang harus dikelola adalah risiko likuiditas aset dan risiko ketersediaan arus kas.

c. Liquidity Risk

Liquidity risk is the risk incurred when a surge in liability withdrawals may put the Group in a position of having to liquidate assets in a very short period of time and at low prices. Included in the category of liquidity risk to be managed are the asset liquidity risk and cash flow availability.

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Risiko likuiditas aset dihasilkan dari posisi pelaku pasar dengan jumlah besar telah memengaruhi harga sekuritas aset Kelompok Usaha di pasar. Karena itu, risiko likuiditas aset Kelompok Usaha banyak tergantung kepada fluktuasi harga saham di pasar, yang dipengaruhi oleh beberapa faktor yaitu: besarnya volume transaksi aset saham, selisih antara harga penawaran dan permintaan di pasar, dari jumlah nilai pasar dari saham yang beredar. Dampak risiko ini terhadap Kelompok Usaha adalah munculnya kewajiban untuk menambah nilai jaminan pinjaman Kelompok Usaha kepada pihak terkait sesuai dengan perjanjian yang disepakati. Risiko arus kas muncul akibat ketidak-tersediaan dana tunai Kelompok Usaha untuk membayar pokok dan/atau bunga yang telah jatuh tempo.

Sebagai langkah mitigasi terhadap risiko likuiditas, maka Kelompok Usaha melakukan hal-hal sebagai berikut:

- Pemantauan eksposur risiko likuiditas aset Kelompok Usaha dan risiko ketersediaan arus kas yang diikuti oleh pengujian kondisi model keuangan Kelompok Usaha di dalam situasi yang sulit (*stress testing*);
- Hasil uji di atas dipakai selanjutnya untuk mengidentifikasi faktor-faktor risiko berdasarkan skala sensitivitasnya pada kinerja keuangan Kelompok Usaha yang akan menuntun Kelompok Usaha untuk pengambilan langkah-langkah pencegahan lebih spesifik;
- Upaya-upaya berkesinambungan, jika memungkinkan, dan lebih menguntungkan Kelompok Usaha untuk melakukan proses pelunasan utang melalui skema tanpa penggunaan arus kas adalah bentuk lain dari mitigasi risiko likuiditas ini.

Tabel di bawah menunjukkan analisis jatuh tempo liabilitas keuangan Kelompok Usaha dalam rentang waktu yang menunjukkan jatuh tempo kontraktual untuk semua liabilitas keuangan non-derivatif dan instrumen keuangan derivatif yang diperlukan dalam pemahaman jatuh tempo kebutuhan arus kas. Jumlah yang diungkapkan dalam tabel juga termasuk arus kas kontraktual yang tidak terdiskonto (yang terdiri dari saldo pokok terutang ditambah pembayaran bunga yang akan datang, jika ada) yang mungkin berbeda dengan jumlah tercatat liabilitas keuangan pada tanggal pelaporan.

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**44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND
POLICIES (Continued)**

Asset liquidity risk resulting from the large quantity positions taken by market participants has affected the securities market price of the Group's assets. Therefore, liquidity risk on the assets of the Group depends largely on stock price fluctuations on the market, which is influenced by several factors: the volume of transactions of shares assets, the difference between bid and ask price on the market, and the total market value of shares outstanding. The impact of risk on the Group is the top-up obligations to increase the value of the Group's loan collateral to related parties in accordance with the agreed contract. Cash flow risk arises due to lack of cash availability for the Group to pay principal and/or interest that become due.

As initiatives for mitigating liquidity risk, the Group practices the following:

- Monitors liquidity risk exposure of Group assets and the availability of cash flow risk, followed by testing the model conditions in the Group's financial model in a difficult situation (*stress testing*);
- The above test results are then used to identify risk factors based on the scale of sensitivity on the financial performance of the Group which will lead the Group to take more specific preventive measures;
- Ongoing attempts to obtain non-cash debt settlement that may benefit the Group more, if possible, are other forms of liquidity risk mitigation initiatives.

The following tables analyze the Group's financial liabilities into its relevant maturity groupings based on their contractual maturities for all non-derivative financial liabilities and derivative financial instruments which are essential in understanding the timing of cash flows requirements. The amounts disclosed in the table are the contractual undiscounted cash flows (consisting of outstanding principal balance plus future interest payments, if any) which may differ to the carrying amounts of the financial liabilities at the reporting dates.

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**44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND
POLICIES (Continued)**

Jumlah Arus Kas Kontraktual yang Tidak Terdiskonto/ Contractual Undiscounted Cash Flows Amounts					
Jumlah Tercatat/ Carrying Amounts	Kurang dari 1 tahun/ Less than 1 year	Antara 1 dan 5 tahun/ Between 1 and 5 years	Lebih dari 5 tahun/ Over 5 years		
Tanggal 31 Desember 2020					As of December 31, 2020
Pinjaman jangka pendek	436.993	436.993	-	-	Short-term loans
Utang usaha	423.168	423.168	-	-	Trade payables
Utang lain-lain	196.206	196.206	-	-	Other payables
Beban masih harus dibayar	875.753	875.753	-	-	Accrued expenses
Pinjaman jangka panjang	1.671.939	1.505.038	166.901	-	Long-term loans
Liabilitas sewa	3.443	1.363	2.080	-	Lease liabilities
Pembiayaan musyarakah	7.610	6.539	1.071	-	Musyarakah financing
Pembiayaan murabahah	23.149	9.379	13.770	-	Murabahah financing
Utang pihak berelasi	78.010	-	78.010	-	Due to related parties
Total	3.716.271	3.454.439	261.832	-	Total
Tanggal 31 Desember 2019					As of December 31, 2019
Pinjaman jangka pendek	442.854	442.854	-	-	Short-term loans
Pembiayaan musyarakah jangka pendek	12.000	12.000	-	-	Short-term musyarakah financing
Utang usaha	736.843	736.843	-	-	Trade payables
Utang lain-lain	237.141	237.141	-	-	Other payables
Beban masih harus dibayar	765.815	765.815	-	-	Accrued expenses
Pinjaman jangka panjang	1.676.510	1.465.296	211.214	-	Long-term loans
Utang sewa pembiayaan	1.563	668	895	-	Finance lease payable
Pembiayaan musyarakah	21.256	9.515	11.741	-	Musyarakah financing
Pembiayaan murabahah	10.464	5.278	5.186	-	Murabahah financing
Utang pihak berelasi	203.020	-	203.020	-	Due to related parties
Total	4.095.466	3.663.410	432.056	-	Total

Pengelolaan Modal

Tujuan utama dari pengelolaan modal Kelompok Usaha adalah untuk memastikan bahwa dipertahankannya peringkat kredit yang kuat dan rasio modal yang sehat agar dapat mendukung kelancaran usahanya dan memaksimalkan nilai dari pemegang saham. Kelompok Usaha mengelola struktur modalnya dan membuat penyesuaian-penyesuaian sehubungan dengan perubahan kondisi ekonomi dan karakteristik dari risiko usahanya. Agar dapat menjaga dan menyesuaikan struktur modalnya, Kelompok Usaha akan menyesuaikan jumlah dari pembayaran dividen kepada para pemegang saham atau tingkat pengembalian modal atau menerbitkan surat saham. Tidak ada perubahan dalam tujuan, kebijakan dan proses, dan sama seperti penerapan tahun-tahun sebelumnya.

Kelompok Usaha memonitor struktur modalnya dengan menggunakan rasio utang terhadap modal dimana total utang dibagi dengan total modal. Total utang ini adalah utang pokok dari pinjaman yang berbunga dan total modal adalah total ekuitas yang dapat diatribusikan kepada pemilik entitas induk.

Perhitungan rasio utang terhadap modal adalah sebagai berikut:

Capital Management

The main objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value. The Group manages its capital structure and makes adjustments with respect to changes in economic conditions and the characteristics of its business risks. In order to maintain and adjust its capital structure, the Group may adjust the amount of dividend payments to shareholders, return capital structure or issue shares certificates. No changes have been made in the objectives, policies and processes as they have been applied in previous years.

The Group monitors its use of capital structure using a debt-to-equity ratio which is total debt divided by total equity. Total debt represents interest bearing borrowings, while equity represents total equity attributable to owners of the parent.

Calculation of debt-equity ratio were as follows:

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**44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND
POLICIES (Continued)**

	2020	2019	
Pinjaman bunga			Interest-bearing borrowings
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk	10.303.888 1.444.687	9.291.547 2.354.678	Equity attributable to owners of the parent
Rasio Utang terhadap Modal	7,13	3,95	Debt-to-Equity Ratio

Kelompok Usaha tidak tunduk pada persyaratan modal yang ditetapkan oleh pihak luar pada tahun 2020 dan 2019.

The Group is not subject to externally imposed capital requirements in 2020 and 2019.

45. KUASI-REORGANISASI

45. QUASI-REORGANIZATION

Sampai dengan tanggal 30 Juni 2011, Perusahaan mencatat saldo defisit sebesar Rp27.664,6 miliar. Saldo ini merupakan akumulasi defisit dari dua krisis finansial yang menimpa Indonesia dan dunia, yakni krisis finansial Asia di tahun 1998 dan resesi global di tahun 2008. Mayoritas defisit ini merupakan akumulasi dari kerugian bersih Perusahaan sebesar Rp16,5 triliun di tahun 2008, Rp1,7 triliun di tahun 2009 dan Rp7,6 triliun di tahun 2010.

As of June 30, 2011, the Company recorded a deficit balance of Rp27,664.6 billion. This balance represents the accumulated deficit of two financial crises that hit Indonesia and the world, namely the Asian financial crisis in 1998 and the global recession in 2008. The majority of this deficit is an accumulation of the Company's net loss of Rp16.5 trillion in 2008, Rp1.7 trillion in 2009 and Rp7.6 trillion in 2010.

Untuk mengeliminasi defisit, Perusahaan melakukan kuasi-reorganisasi sesuai dengan PSAK No. 51 (Revisi 2003) dengan menggunakan laporan posisi keuangan tanggal 30 Juni 2011 yang disetujui oleh para pemegang saham Perusahaan melalui Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang diselenggarakan pada tanggal 6 Oktober 2011, yang diaktakan dengan Akta Notaris No. 26 oleh Humbert Lie, S.H., S.E., M.Kn tanggal 6 Oktober 2011.

In order to eliminate the deficit, the Company conducted a quasi-reorganization in accordance with PSAK No. 51 (Revised 2003) using statement of financial position dated June 30, 2011 which was approved by the shareholders of the Company during the Extraordinary General Meeting of Shareholders (EGMS) held on October 6, 2011, of which the minutes was notarized by Notarial Deed No. 26 of Humbert Lie, S.H., S.E., M.Kn dated October 6, 2011.

Pengeliminasian saldo defisit Perusahaan dilakukan dengan urutan prioritas sebagai berikut:

Elimination of the Company's deficit were made in the following order of priority:

	30 Juni / June 30, 2011	
Defisit	(27.664.605)	Deficit
Selisih nilai transaksi restrukturisasi entitas sepengendali	(5.265.443)	Difference in value from restructuring transactions of entities under common control
Rugi investasi jangka pendek yang belum terealisasi	(2.059.762)	Unrealized loss on short-term investments
Surplus revaluasi aset tetap	993.308	Revaluation surplus of fixed assets
Selisih transaksi perubahan ekuitas entitas asosiasi dan entitas anak	273.699	Difference in equity transactions of associated entities and subsidiaries
Tambahan modal disetor	24.471.354	Additional paid-in capital
Agio saham dari penurunan nilai nominal saham	9.251.449	Share premium from decline in par value of share
Neto	-	Net

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45. KUASI-REORGANISASI (Lanjutan)

Penentuan nilai wajar aset tetap Perusahaan dan Entitas Anak pada tanggal 30 Juni 2011 telah dilaksanakan oleh KJPP Nana, Imaddudin & Rekan, penilai independen, dalam laporannya tanggal 28 September 2011 dengan menggunakan metode penilaian kembali memakai Pendekatan Data Pasar dengan Perbandingan Data Pasar dan Metode Pendekatan Biaya. Selain itu, penentuan nilai wajar dari aset selain aset tetap dan utang dari Kelompok Usaha pada tanggal 30 Juni 2011 telah dilaksanakan oleh KJPP Jennywati, Kusnanto & Rekan, penilai independen, dalam laporannya tanggal 3 Oktober 2011 menggunakan Metode Penyesuaian Aset Neto.

Berdasarkan laporan penilai independen tanggal 30 Juni 2011, Perusahaan mencatat surplus penilaian kembali aset tetap berdasarkan selisih lebih nilai wajar aset tetap Perusahaan dan Entitas Anak dibandingkan dengan nilai buku sebesar Rp1,1 triliun yang diatribusikan kepada pemilik entitas induk dan kepentingan nonpengendali sebagai berikut:

	30 Juni / June 30, 2011	
Surplus revaluasi aset tetap	1.133.783	Revaluation surplus of fixed assets
Diatribusikan kepada:		Attributable to:
Pemilik entitas induk	993.308	Owners of the parent
Kepentingan nonpengendali	140.475	Non-controlling interest
Total	1.133.783	Total

46. KELANGSUNGAN USAHA

Kelompok Usaha telah mengalami kerugian berulang dari kegiatan usahanya yang mengakibatkan defisit sebesar Rp20,1 triliun dan Rp19,0 triliun masing-masing pada tanggal 31 Desember 2020 dan 2019. Total liabilitas jangka pendek Kelompok Usaha telah melebihi total aset lancarnya sebesar Rp1,3 triliun pada tanggal 31 Desember 2020. Kondisi ini sebagian besar disebabkan oleh rugi penurunan nilai investasi, rugi neto pada entitas asosiasi dan pengendalian bersama dan perubahan nilai wajar derivatif. Pada tanggal 31 Desember 2020, Kelompok Usaha memiliki pinjaman yang telah jatuh tempo dan sedang melakukan negosiasi dengan krediturnya untuk merestrukturisasi pinjamannya.

Sehubungan dengan hal tersebut, manajemen telah membuat langkah-langkah dan rencana untuk menghadapi hal tersebut antara lain, sebagai berikut:

- Restrukturisasi utang melalui konversi utang menjadi saham.
- Peningkatan modal melalui penerbitan saham dan penjualan aset.
- Mengurangi investasi dalam bentuk saham.
- Fokus dalam pengembangan kegiatan usaha manufaktur.

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45. QUASI-REORGANIZATION (Continued)

The determination of fair values of fixed assets of the Company and certain Subsidiaries as of June 30, 2011 was performed by KJPP Nana, Imaddudin & Rekan, an independent appraiser, in its report dated September 28, 2011 using revaluation methods employing the Market Data Approach such as Market Data Comparison and Cost Approach Method. Moreover, the determination of fair values of the assets other than fixed assets and liabilities of the Group as of June 30, 2011 was performed by KJPP Jennywati, Kusnanto & Rekan, an independent appraiser, in its report dated October 3, 2011 using Net Asset Adjustment Method.

Based on the reports of the independent appraisers as of June 30, 2011, the Company recorded a revaluation surplus of fixed assets based on the difference over the fair value of fixed assets of the Company and Subsidiaries compared to book values amounting to Rp1.1 trillion which are attributable to the owners of the parent entity and the non-controlling interest as follows:

46. GOING CONCERN

The Group incurred recurrent losses from its operations resulting in incurred deficits amounting to Rp20.1 trillion and Rp19.0 trillion as of December 31, 2020 and 2019, respectively. The Group's total current liabilities exceeded its total current assets amounting to Rp1.3 trillion, as of December 31, 2020. This was mainly caused by the impairment losses of investments, net loss of associates and jointly controlled entities and fair value changes of derivatives. As of December 31, 2020, the Group has matured loans and is undergoing discussion with its creditors to restructure the loans.

In relation to this matter, management has taken actions and plans to address the going concern issue through, which include among others, the following measures:

- Debt restructuring through debt to equity conversion.
- Increase in capital raise through rights issue and asset disposal.
- Reduction in investment in shares.
- Focus in growing the manufacturing business operations.

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46. KELANGSUNGAN USAHA (Lanjutan)

- e. Mengembangkan proyek infrastruktur utama untuk mendapatkan sumber pendapatan yang berkelanjutan.
- f. Mengembangkan bidang usaha baru dan produk baru sebagai tambahan sumber pendapatan yang berkelanjutan.

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini, Perusahaan dalam proses finalisasi restrukturisasi dengan beberapa kreditur dalam rangka konversi utang menjadi saham.

46. GOING CONCERN (Continued)

- e. Develop main infrastructure projects to tap on sources of recurring income.
- f. Develop new business and new products as additional resources of recurring income.

As of completion date of the consolidated financial statements, the Company is still in the finalization process regarding the restructuring with creditors in the conversion of debt into shares.

47. INFORMASI TAMBAHAN ARUS KAS

- a. Aktivitas yang tidak memengaruhi arus kas adalah sebagai berikut:**

	2020	2019
Penambahan investasi jangka panjang:		
melalui piutang lain-lain	701.421	-
melalui piutang pihak berelasi	28.230	-
Reklasifikasi aset dalam penyelesaian menjadi aset tetap	58.506	3.903
Reklasifikasi pinjaman jangka pendek menjadi pinjaman jangka panjang	6.037	52.000
Reklasifikasi utang bunga menjadi pinjaman jangka pendek dan panjang	1.589	-
Reklasifikasi aset tetap kepada kelompok lepasan yang dimiliki untuk dijual	-	60.000
Penambahan investasi jangka pendek melalui investasi uang muka	-	49.835
Penerbitan saham melalui OWK	-	45.538
Pelepasan investasi asosiasi melalui utang pihak berelasi	-	11.970

- b. Rekonsiliasi liabilitas dari aktivitas pendanaan adalah sebagai berikut:**

47. SUPPLEMENTARY CASH FLOWS INFORMATION

- a. Activities not affecting cash flows are as follows:**

Additional long-term investment through other receivables through due from related party
Reclassification of construction-in-progress to fixed assets
Reclassification of short-term loans to long-term loans
Reclassification of interest payable to short-term and long-term loans
Reclassification of fixed assets to disposal group held for sale
Additional short-term investment through advances for investment
Issuance of shares through conversion of MCB
Disposal of investment in associate through due to related party

- b. Reconciliation of liabilities from funding activities is as follows:**

	Saldo 1 Januari/ Balance as of January 1, 2020	Arus Kas - neto/ Cash Flows net	Perubahan Kurs/ Foreign Exchange Movement	Reklasifikasi Reclassification	Lain-lain/ Others	Saldo 31 Desember/ Balance as of December 31, 2020	
Pinjaman jangka pendek	442.854	3.764	937	(5.456)	(5.106)	436.993	Short-term loans
Pembiayaan musyarakah jangka pendek	12.000	(5.831)	-	(6.169)	-	-	Short-term musyarakah financing
Utang pihak berelasi	203.020	(10.878)	-	-	(114.132)	78.010	Due to related parties
Pinjaman jangka panjang	1.676.510	(34.756)	24.538	7.045	(1.398)	1.671.939	Long-term loans
Liabilitas sewa	1.563	(4.073)	-	-	5.953	3.443	Lease liabilities
Pembiayaan murabahah	10.464	(2.854)	-	-	-	7.610	Murabahah financing
Pembiayaan musyarakah	21.256	(4.276)	-	6.169	-	23.149	Musyarakah financing
Total	2.367.667	(58.904)	25.475	1.589	(114.683)	2.221.144	Total

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47. INFORMASI TAMBAHAN ARUS KAS (Lanjutan)

**47. SUPPLEMENTARY CASH FLOWS INFORMATION
(Continued)**

	Saldo 1 Januari/ Balance as of January 1, 2019	Arus Kas - neto/ Cash Flows net	Perubahan Kurs/ Foreign Exchange Movement	Reklasifikasi Reclassification	Lain-lain/ Others	Saldo 31 Desember/ Balance as of December 31, 2019	
Pinjaman jangka pendek	551.562	(51.981)	(457)	(52.000)	(4.270)	442.854	Short-term loans
Utang pihak berelasi	198.495	(7.445)	-	-	11.970	203.020	Due to related parties
Pinjaman jangka panjang	1.719.334	(30.668)	(64.601)	52.000	445	1.676.510	Long-term loans
Utang sewa pembiayaan	2.733	(1.170)	-	-	-	1.563	Finance lease payables
Pembiayaan murabahah	21.759	(11.295)	-	-	-	10.464	Murabahah financing
Pembiayaan musyarakah	82.084	(48.828)	-	-	-	33.256	Musyarakah financing
Total	2.575.967	(151.387)	(65.058)	-	8.145	2.367.667	Total

**48. KELOMPOK LEPASAN YANG DIKLASIFIKASIKAN
SEBAGAI DIMILIKI UNTUK DIJUAL**

48. DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

a. Investasi pada pengendalian bersama

Pada tanggal 13 September 2018, PT Bakrie Power (BP), Entitas Anak, (sebagai "Penjual") dan Willow Dene Ltd (sebagai "Pembeli") menandatangani Perjanjian Jual Beli Saham Bersyarat (PJBSB) dimana BP akan menjual 70% bagian di PT Kalimantan Prima Power, 7% bagian PT Guruh Agung dan 7% bagian PT Citra Prima Buana dengan imbalan sebesar USD5.000.000 yang tunduk pada syarat dan ketentuan yang tercantum dalam PJBSB.

Para Pihak sepakat bahwa pengalihan hak dan kewajiban dari saham penjualan tunduk para pemenuhan atau pembebasan dari kondisi seperti yang disebutkan dalam PJBSB.

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, BP masih membutuhkan pemenuhan persyaratan dalam PJBSB.

Pada tanggal 31 Desember 2020 dan 2019, jumlah tercatat investasi pada entitas pengendalian bersama yang direklasifikasi ke aset lancar pada kelompok lepasan yang diklasifikasikan sebagai dimiliki untuk dijual sebesar Rp162 juta.

b. Aset tetap

Pada tanggal 17 November 2018, BBI dan PT Tripilar Betonmas ("Tripilar") melakukan Perjanjian Jual Beli Aset Bersyarat (PJBAB). Berdasarkan PJBAB, Tripilar bermaksud membeli aset milik BBI berupa mesin-mesin dengan jumlah harga pembelian aset tersebut sebesar Rp61,0 miliar BBI akan menyerahkan aset kepada Tripilar melalui beberapa tahap mulai tahun 2020 sampai dengan tahun 2022 dan Tripilar akan melakukan pembayaran melalui beberapa tahap mulai tahun 2019 sampai dengan tahun 2021.

a. Investments in jointly controlled entities

On September 13, 2018, PT Bakrie Power (BP), a Subsidiary (the "Seller") and Willow Dene Ltd (the "Buyer") entered into a Conditional Sale and Purchase Agreement (CSPA) wherein BP will sell 70% share in PT Kalimantan Prima Power (KPP), 7% share in PT Guruh Agung and 7% share in PT Citra Prima Buana for initial consideration of USD5,000,000 subject to terms and conditions set forth in the CSPA.

The Parties agreed that the transfer of rights and obligations of the sale of shares are subject to the satisfaction or waiver of the conditions mentioned in the CSPA.

As of the completion date of the consolidated financial statements, BP is seeking fulfilling the conditions in the CSPA.

As of December 31, 2020 and 2019, the carrying amount of investments in jointly controlled entities reclassified to current assets as disposal group classified as held for sale amounted to Rp162 million.

b. Fixed assets

On November 17, 2018, BBI and PT Tripilar Betonmas ("Tripilar") entered into a Conditional Sale and Purchase Agreement (PJBAB). In accordance with PJBAB, Tripilar intended to purchase assets owned by BBI with total consideration amounting to Rp61.0 billion. BBI agreed to deliver the assets to Tripilar through several stages starting from year 2020 to year 2022 and Tripilar agreed to make payments through several stages starting from year 2019 to year 2021.

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**48. KELOMPOK LEPASAN YANG DIKLASIFIKASIKAN
SEBAGAI DIMILIKI UNTUK DIJUAL (Lanjutan)**

Pada tanggal 31 Desember 2019, jumlah tercatat aset tetap yang direklasifikasi ke aset lancar pada kelompok lepasan yang diklasifikasikan sebagai dimiliki untuk dijual sebesar Rp60 miliar.

**48. DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE
(Continued)**

As of December 31, 2019, the carrying amount of fixed asset reclassified to current assets as disposal group classified as held for sale amounted to Rp60 billion.

49. PENERAPAN ATAS PSAK BARU

Kelompok Usaha telah menerapkan PSAK No. 71 secara efektif untuk tahun buku yang dimulai pada tanggal 1 Januari 2020 dengan mengakui efek kumulatif dari penerapan awal standar baru sebagai penyesuaian terhadap saldo awal saldo laba sebagai berikut:

49. APPLICATION OF NEW PSAK

The Group has applied PSAK No. 71 effectively for the financial year beginning January 1, 2020 by recognizing the cumulative effect of initially applying the new standards as an adjustment to the beginning balance of retained earnings as follows:

	Defisit / Deficit	
Saldo 31 Desember 2019	(19.042.966)	Balance as of December 31, 2019
Penyesuaian saldo atas penerapan awal PSAK 71		Opening balance adjustment upon initial application of PSAK 71
Kenaikan pada penyisihan penurunan nilai		Increase in allowance for impairment of
Piutang usaha	(24.137)	Trade receivables
Piutang lain-lain	(42.547)	Other receivables
Piutang pihak berelasi	(63.813)	Due from related parties
Dampak pajak terkait	4.600	Related tax impact
Saldo 1 Januari 2020 setelah penyesuaian dari penerapan awal PSAK 71	(19.168.863)	Balance as of January 1, 2020 after adjustments from adoption of PSAK 71

50. PERISTIWA SIGNIFIKAN LAIN

Sejak awal tahun 2020, pandemi virus Corona ("COVID-19") telah menyebar ke berbagai negara, termasuk Indonesia. Di awal bulan Maret 2020, Pemerintah Indonesia secara resmi mengumumkan kasus yang dikonfirmasi terjangkit COVID-19 di Indonesia. Selanjutnya, pandemi ini juga berimbas pada bisnis dan kegiatan perekonomian Kelompok Usaha di beberapa aspek.

Kelompok Usaha telah menilai dampak potensial COVID-19 terhadap bisnis dan operasional Kelompok Usaha, termasuk proyeksi finansial dan likuiditasnya. Berdasarkan hal ini, Kelompok Usaha tidak melihat adanya ketidakpastian material yang dapat berdampak buruk secara signifikan terhadap bisnis dan operasional Kelompok Usaha atau menimbulkan keraguan signifikan atas kemampuan Kelompok Usaha untuk mempertahankan kelangsungan usahanya. Kelompok Usaha akan secara berkelanjutan memantau perkembangan pandemi COVID-19 dan mengevaluasi dampaknya.

50. OTHER SIGNIFICANT EVENT

Since early 2020, the Coronavirus disease ("COVID-19") pandemic has spread across many countries including Indonesia. In early March 2020, the Indonesia Government officially announced the confirmed case of COVID-19 in Indonesia. Subsequently, this pandemic has also affected the business and economic activities of the Group to some extent.

The Group have assessed the potential impact of COVID-19 to their business and operation, as well as their financial projection and liquidity plan. Based on this, the Group do not foresee any material uncertainty that may have significant adverse impact to the Group's business and operation or may cast significant doubt on the Group's ability to continue as a going concern. The Group will continuously monitor the development of the COVID-19 pandemic and evaluate the impact.

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51. PERISTIWA SETELAH PERIODE PELAPORAN

Pada tanggal 26 Maret 2021, Perusahaan memperoleh Pemberitahuan mengenai Pengumuman Pencatatan Saham yang dikeluarkan oleh Bursa Efek Indonesia mengenai pelaksanaan proses penambahan modal tanpa hak memesan efek terlebih dahulu Perusahaan sejumlah 297.811.781 lembar saham seri D efektif dicatatkan pada tanggal 29 Maret 2021.

52. STANDAR AKUNTANSI KEUANGAN YANG BELUM DITERAPKAN

Ikatan Akuntan Indonesia (IAI) telah menerbitkan Standar Akuntansi Keuangan yang belum berlaku efektif untuk periode tahun buku yang dimulai pada tanggal 1 Januari 2021. Namun, penerapan dini diperkenankan.

Pernyataan baru dan amandemen Standar Akuntansi Keuangan (PSAK) yang telah diterbitkan dan berlaku efektif untuk periode tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2021 adalah sebagai berikut:

- Amandemen PSAK No. 22, "Kombinasi Bisnis" tentang Definisi Bisnis; dan
- PSAK No. 112, "Akuntansi Wakaf".

Kelompok Usaha sedang mempelajari dampak yang mungkin timbul dari penerapan SAK tersebut terhadap laporan keuangan konsolidasian.

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51. EVENT AFTER THE REPORTING PERIOD

On March 26, 2021, the Company received Notification regarding the Announcement of Share Listing issued by the Indonesian Stock Exchange regarding the implementation of the process of increasing capital without preemptive rights of the Company totaling 297,811,781 series D shares, effective for listing on March 29, 2021

52. FINANCIAL ACCOUNTING STANDARDS NOT YET ADOPTED

The Indonesian Institute of Accountants (IAI) has issued Financial Accounting Standards which are not yet effective for annual periods beginning on January 1, 2021. However, earlier application is permitted.

The new and amendments of Statements of Financial Accounting Standards (PSAK) issued and effective for annual periods beginning on or after January 1, 2021 were as follows:

- Amendments to PSAK No. 22, "Business Combination" regarding "Definition of a Business; and
- PSAK No. 112, "Accounting for Wakaf (Endowments)".

The Group is evaluating the potential impact on the consolidated financial statements as a result of the adoption of such SAK.



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