



STRONG in the Midst of Challenges, **OPTIMISTIC** in Facing Competition

Kuat di Tengah Tantangan,
Optimis Dalam Menghadapi Persaingan

2022

Laporan Tahunan Terintegrasi
Integrated Annual Report

Laporan Tahunan Terintegrasi ini memuat berbagai pernyataan terkait kondisi keuangan, operasi, kebijakan, proyeksi, rencana, strategi, serta tujuan Perusahaan, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku. Pernyataan-pernyataan tersebut memiliki prospek risiko, serta ketidakpastian, hingga kemungkinan perbedaan dengan perkembangan aktual. Berbagai pernyataan prospektif dalam Laporan Tahunan Terintegrasi ini disusun berdasarkan asumsi-asumsi mengenai kondisi terkini, serta proyeksi atas situasi mendatang, terkait lingkungan bisnis Perusahaan. Pertamina Lubricants tidak menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil-hasil sesuai harapan.

Laporan Tahunan Terintegrasi ini memuat kata “Perusahaan”, “Pertamina Lubricants”, “PTPL” atau “Kami”, yang mengacu pada Pertamina Lubricants.

This Integrated Annual Report contains statements regarding the Company’s financial condition, operations, policies, projections, plans, strategies and objectives, which are classified as forward-looking statements under applicable laws. These statements involve prospective risks and uncertainties, and may differ from actual developments. Various prospective statements in this Integrated Annual Report are based on assumptions about current conditions, as well as projections of future situations, related to the Company’s business environment. Pertamina Lubricants does not guarantee that the documents that have been confirmed as valid will bring the results as expected.

This Integrated Annual Report contains the words “Company”, “Pertamina Lubricants”, “PTPL” or “We”, which refer to Pertamina Lubricants.

PENJELASAN TEMA

Theme Explanation

2018

2019



**Accelerating
Innovation
for Business
Excellence**



**Unlocking Full
Potential**

2020

2021



**Stronger
Together**



**Transforming
and Synergizing
for Sustainable
Growth**

TENTANG LAPORAN TERINTEGRASI PERTAMINA LUBRICANTS

About Pertamina Lubricants Integrated Report

Pertamina Lubricants mempublikasikan Laporan Terintegrasi untuk Tahun Buku 2022 ditujukan untuk pemegang saham dan pemangku kepentingan serta pihak lainnya. Melalui laporan ini pemangku kepentingan juga dapat menilai sejauh mana Perusahaan memenuhi kewajibannya sebagaimana diamanatkan peraturan dan perundang-perundangan yang berlaku.

Meskipun Pertamina Lubricants bukan perusahaan terbuka, laporan ini mengacu pada Peraturan Otoritas Jasa Keuangan ("OJK") No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik; serta Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik, sebagai *best practice* laporan tahunan di Indonesia. Di samping itu, laporan ini juga dipublikasikan dengan merujuk pada *Standard Global Reporting Initiative* (GRI) yang dipublikasikan *Global Sustainability Standards Board* (GSBB). Laporan ini juga mengadopsi *AA1000 Stakeholder Engagement Standard* 2015, diterbitkan oleh AccountAbility, serta Pedoman Pengelolaan Anak Perusahaan Pertamina No.A-001/H00200/2011-S0 Revisi tahun 2013.

Pertamina Lubricants publishes the Integrated Report for the Financial Year 2022 for shareholders, stakeholders and other parties. Through this report, stakeholders can also assess the extent to which the Company fulfills its obligations as mandated by applicable laws and regulations.

Although Pertamina Lubricants is not a public company, this report refers to the Financial Services Authority ("OJK") Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies; as well as OJK Circular Letter No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports of Issuers or Public Companies, as a *best practice* annual report in Indonesia. In addition, this report is also published with reference to the *Global Reporting Initiative* (GRI) Standard published by the *Global Sustainability Standards Board* (GSBB). This report also adopts *AA1000 Stakeholder Engagement Standard* 2015, published by AccountAbility, as well as Pertamina Subsidiary Management Guidelines No.A-001/H00200/2011-S0 Revised in 2013.

Batasan Pelaporan [2-2]

Reporting Limitations [2-2]

Periode Pelaporan: 1 Januari – 31 Desember 2022 [2-3a][2-3b] Reporting Period: January 1 - December 31, 2022 [2-3a][2-3b]		
Laporan Keuangan Konsolidasian [2-2b]		Consolidated Financial Statements [2-2b]
Pertamina Lubricants [2-2a][2-2c]		
Entitas Anak dan Asosiasi Subsidiaries and Associates	Sales Region	Unit Produksi Production Unit
1. Pertamina Lubricants (Thailand) Co.,Ltd 2. PT Katalis Sinergi Indonesia	Sales Region I-VII	1. <i>Production Unit</i> Jakarta Jakarta Production Unit 2. <i>Production Unit</i> Gresik Gresik Production Unit 3. <i>Production Unit</i> Cilacap Cilacap Production Unit
Pemangku Kepentingan Stakeholders:		
Distributor dan Transportir Masyarakat Lokal Pelanggan Jasa Pemasok Pemerintah Daerah dan Pemerintah Pusat PERTAMINA Group Media Asosiasi Internal Perusahaan Distributors and Transporters Local Communities Customers Service Vendors Suppliers Local and Central Government PERTAMINA Group Media Associations Internal Company		

Informasi aspek ekonomi mencakup laporan keuangan konsolidasian Perusahaan dengan entitas anak dan entitas asosiasi; tidak terdapat perbedaan jumlah entitas antara laporan keuangan konsolidasian tahun buku 2022 yang telah dipublikasikan pada tanggal 28 Februari 2023 dengan Laporan Tahunan Terintegrasi ini. Sementara itu, informasi aspek produksi dan pemasaran hanya mencakup data dari *sales region* dan unit produksi saja, dan tidak menyertakan data dari entitas anak dan asosiasi. Demikian pula dengan data pada aspek lingkungan dan sosial.

Periode Pelaporan Laporan Tahunan Terintegrasi [2-3] dan Penyajian Kembali [2-4]

Laporan Tahunan Terintegrasi tahun buku 2022 ini merupakan laporan ke-8 bagi Perusahaan [2-3-a]. Periode pelaporan mencakup 1 Januari 2022 hingga 31 Desember 2022 dan telah selaras dengan laporan keuangan konsolidasian tahun buku 2022 yang telah dipublikasikan pada tanggal 28 Februari 2023 [2-3-b]. Laporan Tahunan Terintegrasi tahun buku 2022 ini telah dipublikasikan pada tanggal 21 Juni 2023. [2-3-c]

Dalam Laporan Tahunan Terintegrasi tahun 2022, terdapat beberapa penyajian kembali atas informasi yang telah disampaikan pada Laporan Tahunan Terintegrasi tahun buku 2021 dengan penyesuaian atas data yang ditarik dari internal Perusahaan.

Namun demikian, batang tubuh pelaporan mengalami penyesuaian dibandingkan tahun sebelumnya, sejalan dengan kebutuhan penyampaian pelaporan yang dapat dibaca dengan lebih baik oleh publik. [2-4]

Penjaminan Eksternal [2-5] [G.1] dan Tanggapan Terhadap Umpan Balik Laporan Tahun Sebelumnya [G.3]

Laporan Tahunan Terintegrasi tahun buku 2022 ini belum menerapkan penjamin eksternal. Perusahaan juga belum melakukan pemetaan atas umpan balik Tahunan Terintegrasi tahun buku 2021.

Penentuan Isi Laporan

Dalam menentukan isi laporan, Pertamina Lubricants berpedoman pada prinsip-prinsip penentuan isi pelaporan dan prinsip-prinsip penentuan kualitas pelaporan. Isi laporan ditetapkan melalui proses identifikasi, prioritas, validasi, dan tinjauan (*review*).

Information on economic aspects includes the consolidated financial statements of the Company with its subsidiaries and associates; there is no difference in the number of entities between the consolidated financial statements for the fiscal year 2022 published on February 28, 2023 and this Integrated Annual Report. Meanwhile, information on production and marketing aspects only includes data from sales regions and production units, and does not include data from subsidiaries and associates. The same applies to data on environmental and social aspects.

Reporting Period of Integrated Annual Report [2-3] and Restatement [2-4]

This Integrated Annual Report for the financial year 2022 is the 8th report for the Company [2-3-a]. The reporting period covers January 1, 2022 to December 31, 2022 and has been aligned with the consolidated financial statements for the financial year 2022 which have been published on February 28, 2023. [2-3-b]. This Integrated Annual Report for the financial year 2022 has been published on June 21, 2023. [2-3-c]

In the 2022 Integrated Annual Report, there are several restatements of information that have been submitted in the 2021 Integrated Annual Report with adjustments to data drawn from within the Company.

However, the body of the report has been adjusted compared to the previous year, in line with the need to deliver reporting that can be better read by the public. [2-4]

External Assurance [2-5] [G.1] and Response to Prior Year Report Feedback [G.3]

The Integrated Annual Report for the financial year 2022 has not yet implemented an external guarantor. The Company has also not mapped the Integrated Annual Feedback for the 2021 financial year.

Determination of Report Content

In determining the content of the report, Pertamina Lubricants is guided by the principles of determining the content of reporting and the principles of determining the quality of reporting. Report content is determined through a process of identification, prioritization, validation, and review.

Prinsip Penentuan Konten Laporan Principles for Determining Report Content	Prinsip-prinsip Penentuan Kualitas Principles of Quality Determination
- Keterlibatan Pemangku Kepentingan Stakeholder Engagement - Konteks Keberlanjutan Sustainability Context - Materialitas Materiality - Kelengkapan Completeness	- Kejelasan Clarity - Komparabilitas Comparability - Keseimbangan Balance - Akurasi Accuracy - Keandalan Reliability - Ketepatan Waktu Timeliness

Penerapan Prinsip Pelaporan GRI

Perseroan berupaya untuk menyusun Laporan Tahunan Terintegrasi yang berkualitas tinggi. Untuk itu, "Pertamina Lubricants telah melaporkan informasi yang dikutip dalam indeks konten GRI untuk periode 1 Januari 2022 hingga 31 Desember 2022 dengan merujuk kepada Standar GRI", dengan GRI 1 yang digunakan adalah GRI 1: Landasan 2021" dan standar sektor yang digunakan adalah GRI 11: Sektor Minyak dan Gas 2021, sebagaimana disampaikan pada Indeks Konten GRI di bagian belakang laporan ini.

Topik Material GRI [3-1; 3-2]

Dalam menentukan topik material sesuai Standard GRI, Pertamina Lubricants mengadakan *Focus Group Discussion* (FGD) terhadap perwakilan seluruh unit dan divisi. FGD diadakan di kantor pusat pada tanggal 28 Februari 2022. Untuk pelibatan pemangku kepentingan, Pertamina Lubricants telah mengadakan *stakeholder assessment* yang dilaksanakan di tahun 2019, di mana hasil *stakeholder assessment* masih relevan dengan situasi dan kondisi Perusahaan saat ini.

Dari proses yang telah dilakukan, laporan ini difokuskan pada beberapa topik utama yang ditetapkan berdasarkan prinsip materialitas dan relevansinya dengan keberlanjutan Pertamina Lubricants.

Application of GRI Reporting Principles

The Company endeavors to prepare a high quality Integrated Annual Report. To that end, "Pertamina Lubricants has reported "Information quoted in the GRI content index for the period January 1, 2022 to December 31, 2022 with reference to the GRI Standards" with the GRI 1 used being GRI 1: Platform 2021" and the sector standard used being GRI 11: Oil and Gas Sector 2021, as presented in the GRI Content Index at the back of this report.

GRI Material Topics [3-1; 3-2]

In determining material topics in accordance with the GRI Standard, Pertamina Lubricants held a *Focus Group Discussion* (FGD) for representatives of all units and divisions. The FGD was held at the head office on February 28, 2022. For *stakeholder* engagement, Pertamina Lubricants has conducted a *stakeholder assessment* in 2019, where the results of the *stakeholder assessment* are still relevant to the current situation and conditions of the Company.

From the process undertaken, this report focuses on several key topics determined based on the principle of materiality and relevance to the sustainability of Pertamina Lubricants.

Pengungkapan Daftar Topik Material GRI [3-2] GRI Material Topic List Disclosures

Topik Topik	Topik Material GRI GRI Material Topics	Topik Spesifik GRI GRI Specific Topics
Topik Ekonomi Economic Topics		
Dampak Ekonomi Langsung dan Tidak Langsung Direct and Indirect Economic Impacts	201 Kinerja Ekonomi Economic Performance	201-1 Distribusi Nilai Ekonomi Economic Value Distribution
		201-2 Implikasi keuangan dan risiko serta peluang lain akibat perubahan iklim Financial implications and other risks and opportunities due to climate change
		201-4 Bantuan keuangan yang diterima dari Pemerintah Financial assistance received from the government
	202 Keberadaan Pasar Market Presence	202-2 Proporsi manajemen senior yang berasal dari masyarakat lokal Proportion of senior management from local communities
	203 Dampak Ekonomi Tidak Langsung Indirect Economic Impact	203-1 Investasi infrastruktur dan dukungan layanan Infrastructure investment and service support
		203-2 Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impact
	204 Praktik Pengadaan Procurement Practice	204-1 Proporsi pengeluaran untuk pemasok lokal Proportion of spending on local suppliers
	205 Anti-Korupsi Anti-Corruption	205-1 Operasi yang dinilai memiliki risiko terkait korupsi Operations assessed as having corruption-related risks
		205-2 Komunikasi dan pelatihan tentang kebijakan dan prosedur anti-korupsi Communication and training on anti-corruption policies and procedures
		205-3 Insiden korupsi yang dikonfirmasi dan tindakan yang diambil Confirmed incidents of corruption and actions taken

Topik Topic	Topik Material GRI GRI Material Topics	Topik Spesifik GRI GRI Specific Topics
	206 Perilaku Anti-Persaingan Anti-Competitive Behavior	206-1 Langkah-langkah hukum untuk perilaku anti-persaingan, praktik anti-trust dan monopoli Legal measures for anti-competitive behavior, anti-trust and monopolistic practices
	207 Pajak Tax	207-1 Pendekatan terhadap pajak Approach to tax
		207-2 Tata kelola, pengendalian, dan manajemen risiko pajak Tax governance, control and risk management
		207-3 Keterlibatan pemangku kepentingan dan pengelolaan kekhawatiran terkait pajak Stakeholder engagement and managing tax-related concerns
		207-4 Laporan per negara Report per country
Topik Lingkungan Environmental Topics		
Energi Energy	302 Energi Energy	302-1 Konsumsi energi dalam organisasi Energy consumption in the organization
		302-2 Konsumsi energi di luar organisasi Energy consumption outside the organization
		302-3 Intensitas energi Energy intensity
Air dan Timbuan Efluen Water and Lead Effluent	303 Air dan Efluen Water and Effluent	303-1 Interaksi dengan air sebagai sumber daya bersama Interaction with water as a shared resource
		303-2 Manajemen dampak yang berkaitan dengan pembuangan air Management of impacts related to water discharge
		303-3 Pengambilan air Water intake
		303-4 Pembuangan air Water discharge
		303-5 Konsumsi air Water consumption
Keanekaragaman Hayati Biodiversity	304 Keanekaragaman Hayati Biodiversity	304-1 304-1 Lokasi operasi yang dimiliki, disewa, dikelola, atau berdekatan dengan, kawasan lindung dan wilayah dengan nilai keanekaragaman hayati tinggi di luar kawasan lindung. 304-1 Operating sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.
		304-2 304-2 Dampak signifikan dari kegiatan, produk, dan jasa pada keanekaragaman hayati. 304-2 Significant impacts of activities, products, and services on biodiversity.
		304-3 304-3 Habitat yang dilindungi atau direstorasi. 304-3 Habitats that are protected or restored.
		304-4 304-4 Spesies Daftar Merah IUCN dan spesies daftar konservasi nasional dengan habitat di wilayah yang terkena efek operasi. 304-4 IUCN Red List species and national conservation list species with habitats in the area affected by the operation.
Emisi Gas Rumah Kaca Greenhouse Gas Emissions	305 Emisi Emissions	305-1 Emisi GRK (Cakupan 1) langsung GHG emissions (Scope 1) direct
		305-2 Emisi energi GRK (Cakupan 2) tidak langsung Indirect GHG energy emissions (Scope 2)
		305-3 Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect GHG emissions (Scope 3)
		305-4 Intensitas emisi gas rumah kaca Greenhouse gas emission intensity
		305-5 Pengurangan emisi gas rumah kaca Reduction of greenhouse gas emissions
		305-7 Nitrogen oksida (NO _x), belerang oksida (SO _x), dan emisi udara signifikan lainnya Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions

Topik Topic	Topik Material GRI GRI Material Topics		Topik Spesifik GRI GRI Specific Topics	
Timbulan Limbah Waste Generation	306	Limbah Waste	306-1	Timbulan limbah dan dampak signifikan terkait limbah Waste generation and significant waste-related impacts
			306-2	Manajemen dampak yang signifikan terkait limbah Management of significant waste-related impacts
			306-3	Timbulan limbah/tumpahan yang signifikan Significant waste generation/spills
			306-4	Limbah yang dialihkan dari pembuangan akhir Waste diverted from final disposal
			306-5	Limbah yang dikirim ke pembuangan akhir Waste sent to landfill
Topik Sosial Social Topics				
Pengelolaan Ketenagakerjaan serta Kesehatan dan Keselamatan Kerja Labor Management and Occupational Health and Safety	401	Kepegawaian Staffing	401-1	Perekrutan karyawan baru dan pergantian karyawan New employee hires and employee turnover
			401-2	Tunjangan yang diberikan kepada karyawan purna waktu yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or part-time employees
			401-3	Cuti melahirkan Maternity leave
	402	Hubungan Tenaga Kerja/Manajemen Labor/Management Relations	402-1	Periode pemberitahuan minimum terkait perubahan operasional Minimum notice period for operational changes
	403	Kesehatan dan Keselamatan Kerja Occupational Health and Safety	403-1	Sistem manajemen Kesehatan dan Keselamatan Kerja Occupational Health and Safety management system
			403-2	Identifikasi bahaya, penilaian risiko, dan investigasi insiden Hazard identification, risk assessment and incident investigation
			403-3	Pelayanan kesehatan kerja Occupational health services
			403-4	Partisipasi, konsultasi, dan komunikasi pekerja tentang kesehatan dan keselamatan kerja Worker participation, consultation and communication on occupational health and safety
			403-5	Pelatihan pekerja tentang Kesehatan dan Keselamatan Kerja Worker training on Occupational Health and Safety
			403-6	Peningkatan kualitas kesehatan pekerja Improved worker health quality
			403-7	Pencegahan dan mitigasi dampak kesehatan dan keselamatan kerja yang terkait langsung dengan hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly related to business relationships
			403-8	Pekerja yang tercakup dalam sistem manajemen kesehatan dan keselamatan kerja Workers covered by the occupational health and safety management system
			403-9	Kecelakaan kerja Work accident
			403-10	Penyakit akibat kerja Occupational diseases
	404	Pelatihan dan Pendidikan Training and Education	404-1	Rata-rata jam pelatihan per tahun per karyawan Average training hours per year per employee
			404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs to enhance employee skills and transitional assistance programs

Topik Topic	Topik Material GRI GRI Material Topics	Topik Spesifik GRI GRI Specific Topics
Kesetaraan Gender dan Milenial dalam <i>Top Talent Gender Equality and Millennials in Top Talent</i>	405 Keanekaragaman dan Kesempatan Setara Diversity and Equal Opportunity	405-1 Keragaman Badan Tata Kelola dan Karyawan Diversity of Governance Bodies and Employees
		405-2 Rasio gaji pokok dan remunerasi Base salary and remuneration ratio
Anti Diskriminasi Anti-discrimination	406 Non-Diskriminasi Non-Discrimination	406-1 Insiden diskriminasi dan tindakan perbaikan yang dilakukan Incidents of discrimination and corrective actions taken
Serikat Pekerja Trade Unions	407 Kebebasan Berserikat dan Perundingan Kolektif Freedom of Association and Collective Bargaining	407-1 Operasi dan pemasok di mana hak atas kebebasan berserikat dan perundingan kolektif mungkin berisiko Operations and suppliers where the right to freedom of association and collective bargaining may be at risk
Kepatuhan atas Ketentuan terkait Kerja Paksa Compliance with Forced Labor Provisions	409 Kerja Paksa atau Wajib Kerja Forced or Compulsory Labor	409-1 Operasi dan pemasok yang berisiko signifikan terhadap insiden kerja paksa atau wajib kerja Operations and suppliers at significant risk of forced or compulsory labor incidents
Pelayanan dengan Pendekatan Hak Asasi Manusia Service with a Human Rights Approach	410 Praktik Keamanan Security Practices	410-1 Petugas keamanan yang dilatih mengenai kebijakan atau prosedur hak asasi manusia Security guards trained on human rights policies or procedures
Dukungan bagi Komunitas Masyarakat Community Support	411 Hak-hak Masyarakat Adat Rights of Indigenous Peoples	411-1 Insiden pelanggaran yang melibatkan hak masyarakat adat Incidents of violations involving indigenous peoples' rights
		413-1 Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pengembangan Operations with local community engagement, impact assessment, and development programs
	413 Masyarakat lokal Local community	413-2 Operasi yang memiliki dampak aktual atau potensi dampak negatif dan signifikan terhadap masyarakat setempat Operations that have actual or potential negative and significant impacts on local communities
Pemasok Supplier	414 Penilaian Sosial Pemasok Supplier Social Assessment	414-1 Seleksi pemasok baru dengan menggunakan kriteria sosial Selection of new suppliers using social criteria
		414-2 Dampak sosial negatif dalam rantai pasokan dan tindakan yang telah diambil Negative social impacts in the supply chain and actions taken
Kebijakan Publik Public Policy	415 Kebijakan Publik Public Policy	415-1 Kontribusi politik Political contribution
Pelanggan Customer	416 Kesehatan dan Keselamatan Pelanggan Customer Health and Safety	416-1 Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa Health and safety impact assessment of different categories of products and services

Pengungkapan topik material dengan basis GRI 11: Sektor Minyak dan Gas 2021 di atas merupakan perbaikan dari Laporan Tahunan Terintegrasi tahun buku 2021.

The disclosure of material topics based on GRI 11: Oil and Gas Sector 2021 above is an improvement of the Integrated Annual Report for the 2021 fiscal year.

PELIBATAN PEMANGKU KEPENTINGAN

Stakeholder Engagement

Pemangku kepentingan merupakan entitas atau individu yang terdampak—baik positif maupun negatif—oleh kegiatan, produk, dan layanan jasa Perusahaan. Selain itu, keberadaan para pemangku kepentingan juga mempengaruhi Perusahaan dalam mewujudkan keberhasilan penerapan strategi dan pencapaian tujuan. Dengan posisi yang demikian penting, maka Perusahaan berupaya untuk bersinergi dengan para pemangku kepentingan. Perusahaan juga berupaya untuk membangun komunikasi yang intensif bersama kelompok-kelompok pemangku kepentingan, dan mengupayakan pelibatan kelompok-kelompok tersebut sesuai dengan harapan masing-masing pemangku kepentingan.

Selama periode pelaporan tidak terdapat perubahan pemangku kepentingan Perusahaan yang sebelumnya telah ditetapkan berdasar hasil kegiatan *stakeholder assessment* tahun 2019 dengan melibatkan pihak eksternal independen, yaitu akademisi. Hal ini didasari pertimbangan tidak ada perubahan signifikan terkait proses bisnis maupun organisasi Perusahaan, meski pada tahun 2021 terdapat perubahan signifikan terkait bergabungnya Perusahaan sebagai entitas anak dari PT Pertamina Patra Niaga, *Subholding Commercial & Trading*.

Berdasarkan *stakeholder assessment* yang dilaksanakan tahun 2019, Pertamina Lubricants mengidentifikasi 9 (sembilan) pemangku kepentingan Perusahaan, dan derajat kepentingan berdasarkan Prinsip-prinsip Pelibatan Pemangku Kepentingan AA1000ES-2015. Uraian proses identifikasi dan penetapan derajat kepentingan, tujuan pelibatan, serta identifikasi kebutuhan dari masing-masing pemangku kepentingan, dapat dilihat pada Laporan Tahunan Terintegrasi Pertamina Lubricants 2019.

Stakeholders are entities or individuals that are affected—both positively and negatively—by the Company's activities, products and services. In addition, the existence of stakeholders also influences the Company in realizing the success of strategy implementation and goal achievement. With such an important position, the Company strives to synergize with stakeholders. The Company also strives to build intensive communication with stakeholder groups, and seeks the involvement of these groups in accordance with the expectations of each stakeholder.

During the reporting period, there were no changes to the Company's stakeholders, which had previously been determined based on the results of the 2019 stakeholder assessment activity involving independent external parties, namely academics. This is based on the consideration that there are no significant changes related to the Company's business processes or organization, although in 2021 there were significant changes related to the Company's joining as a subsidiary of PT Pertamina Patra Niaga, *Subholding Commercial & Trading*.

Based on the stakeholder assessment conducted in 2019, Pertamina Lubricants identified 9 (nine) stakeholders of the Company, and the degree of importance based on the AA1000ES-2015 Stakeholder Engagement Principles. A description of the identification process and determination of the degree of importance, engagement objectives, as well as identification of the needs of each stakeholder, can be seen in the 2019 Pertamina Lubricants Integrated Annual Report.

Daftar Pemangku Kepentingan Pertamina Lubricants dan Derajat Kepentingan
List of Pertamina Lubricants Stakeholders and Degrees of Interest

Tinggi High	Moderat Moderate	Rendah Low
Internal Perusahaan Company Internal	Pemerintah Daerah Local Government	Media
Distributor dan Transportir Distributors and Transporters	Masyarakat Lokal Local Community	
Pemasok Supplier		
Vendor Jasa Service Vendor		
Pelanggan Customer		
PERTAMINA		

Pertamina Lubricants melakukan pendekatan terstruktur kepada para pemangku kepentingan, melalui komunikasi yang dibangun konsisten dan sistematis guna memenuhi harapan dan kepentingan mereka sekaligus tanggap dalam menangani permasalahan dari proses bisnis Perusahaan. Seluruh umpan balik dari pemangku kepentingan digunakan sebagai dasar dalam mengembangkan strategi yang komprehensif, tepat sasaran bagi bisnis Perusahaan, dan lebih relevan untuk menciptakan nilai berkelanjutan di masa depan.

Pertamina Lubricants conducts a structured approach to stakeholders, through consistent and systematic communication, to meet their expectations and interests while being responsive in addressing issues from the Company's business processes. All stakeholder feedback is used as the basis for developing a comprehensive, targeted strategy for the Company's business, and is more relevant to creating sustainable value in the future.

Pendekatan dan Pelibatan Pemangku Kepentingan Stakeholder Engagement and Approach

Pemangku Kepentingan Stakeholders	Kebutuhan/Harapan/ Topik Penting Needs / Expectations / Important Topics	Metode Pelibatan Methods of Engagement	Bentuk Pelibatan Tahun 2022 Form of Engagement in 2022
Internal Perusahaan Company Internal	Kesejahteraan dan Fasilitas Kesehatan Welfare and Health Facilities	- Pemenuhan hak-hak normatif pekerja. Fulfillment of workers' normative rights. - Forum komunikasi bersama manajemen dan pekerja. Communication forum with management and workers.	- Pelaksanaan Perjanjian Kerja Bersama (PKB) Tahun 2020-2022. PKB bersifat mengikat terhadap manajemen dan seluruh atau 100% pekerja, termasuk yang bukan anggota serikat pekerja. [2-30a][2-30b] Implementation of the 2020-2022 Collective Labor Agreement (CLA). The CLA is binding on management and all or 100% of workers, including those who are not members of a labor union. [2-30a][2-30b] - Town hall meeting. - Gathering. - Perayaan HUT Ke-9. 9th Anniversary Celebration. - Pembayaran iuran BPJS bagi pekerja, dengan total nilai sebesar Rp1,97 miliar Payment of BPJS contributions for workers, with a total value of Rp1.97 billion
	Kesehatan dan Keselamatan Kerja (K3) Occupational Health and Safety (OHS)	- Forum bersama manajemen dan pekerja Joint forum of management and workers - Pemenuhan kelengkapan K3. Fulfillment of OHS equipment.	- Pelatihan dan sosialisasi K3 OHS training and socialization - Bulan K3 Nasional National OSH Month - Vaksinasi COVID-19 dengan tingkat kesertaan 100% COVID-19 vaccination with 100% participation rate - Penyediaan APD (sepatu safety, baju lapangan/coverall, sarung tangan, dan helmet) kepada seluruh pekerja lapangan. Provision of PPE (safety shoes, field clothes/coveralls, gloves, and helmets) to all field workers.
	Pelatihan/Peningkatan Kompetensi Training/Competency Improvement	- Pemetaan kompetensi jabatan. Position competency mapping. - Pelatihan sesuai kebutuhan kompetensi jabatan. Training according to job competency needs.	- Total kegiatan pelatihan 179 Total training activities 179 - Total jam pelatihan 66.582 jam Total training hours 66,582 hours - Total peserta pelatihan 443 peserta Total training participants 443 participants
	Jenjang Karir Career Path	- Pemetaan jenjang karir yang jelas. Clear career path mapping. - Evaluasi berkala kinerja dan kompetensi pekerja. Periodic evaluation of worker performance and competence.	- Pemetaan talent pool. Talent pool mapping. - Pelaksanaan assessment pekerja. Implementation of worker assessment. - Promosi jabatan terhadap 185 pekerja selama tahun 2022. Promotion of 185 workers during 2022.

Pemangku Kepentingan Stakeholders	Kebutuhan/Harapan/Topik Penting Needs / Expectations / Important Topics	Metode Pelibatan Methods of Engagement	Bentuk Pelibatan Tahun 2022 Form of Engagement in 2022
Distributor dan Transportir Distributors and Transporters	- Jaminan kualitas dan kuantitas produk. Product quality and quantity assurance. - Sistem Pengelolaan Distributor. Distributor Management System.	- Kontrak kerja. Employment contract. - Evaluasi kinerja berkala. Periodic performance evaluation. - Forum pertemuan berkala dengan distributor dan transportir. Regular forum meetings with distributors and transporters. - Memfasilitasi distributor financing dengan pihak perbankan. Facilitate distributor financing with banks.	- Total distributor sebanyak 143 secara nasional dan total transportir terdaftar sebanyak 4 perusahaan (PT Patra Logistik, PT Pos Logistik Indonesia, PT Elnusa Petrofin, PT Kereta Api Logistik). Total distributors are 143 nationwide and total registered transporters are 4 companies (PT Patra Logistik, PT Pos Logistik Indonesia, PT Elnusa Petrofin, PT Kereta Api Logistik). - Terdapat 2 penghentian kontrak kerja dengan distributor dan tidak ada penghentian kontrak transportir. There were 2 terminations of employment contracts with distributors and no termination of transportation contracts. - Kerja sama pembiayaan distributor dengan Bank Mandiri, BNI, dan BRI. Distributor financing cooperation with Bank Mandiri, BNI, and BRI.
Vendor Jasa dan Pemasok Service Vendors and Suppliers	- Transparansi proses dan jadwal procurement. Transparency of procurement process and schedule. - Proses finansial tepat waktu. Timely financial processing.	- Kontrak kerja. Employment contract. - Evaluasi kinerja berkala. Periodic performance evaluation. - Forum pertemuan berkala dengan vendor jasa dan pemasok. Regular forum meetings with service vendors and suppliers.	- Total <i>vendor</i> jasa dan pemasok terdaftar 3.316. Total registered service vendors and suppliers 3,316 - Total <i>vendor</i> dengan kontrak dengan total nilai pengadaan barang dan jasa mencapai Rp10.062.892.976.807 miliar. Total vendors with contracts with a total value of goods and services procurement reached IDR10,062,892,976,807. - Total pertemuan dengan <i>vendor</i> jasa dan pemasok sebanyak 175 kali baik secara <i>online</i> maupun <i>offline</i>. A total of 175 meetings with service vendors and suppliers both online and offline. <i>Vendor day</i> juga diselenggarakan setiap tahunnya dengan seluruh <i>vendor</i> terdaftar untuk dilakukan sosialisasi kebijakan pengadaan dan juga digitalisasi pengadaan. <i>Vendor day</i> is also held annually with all registered vendors for socialization of procurement policies as well as digitization of procurement.
Pelanggan Customer	- Informasi dan kualitas produk. Information and product quality. - Layanan purna jual. After-sales service	- Promosi produk dan perlindungan konsumen. Product promotion and consumer protection. - Inovasi produk berkelanjutan. Continuous product innovation. - Layanan Pengaduan Pelanggan. Customer Complaint Service.	- Program Promosi Tematik dan berkelanjutan. Thematic and sustainable promotion programs. - Pencantuman label informasi produk, dan edukasi pelumas PERTAMINA asli. Inclusion of product information labels, and education on genuine PERTAMINA lubricants. - Total 1 produk baru hasil inovasi diluncurkan yakni PERTAMINA SPREEZE. A total of 1 new product innovation was launched, PERTAMINA SPREEZE.

Pemangku Kepentingan Stakeholders	Kebutuhan/Harapan/Topik Penting Needs / Expectations / Important Topics	Metode Pelibatan Methods of Engagement	Bentuk Pelibatan Tahun 2022 Form of Engagement in 2022
		- Kunjungan Tim Sales secara berkala. Regular Sales Team visits. - Program pelatihan pelumas dan pelumasan. Lubricants and lubrication training program. - Survei Kepuasan dan Kesetiaan Pelanggan. Customer Satisfaction and Loyalty Survey.	- Total 179 pengaduan dari pelanggan yang masuk melalui Pertamina <i>Call Center</i> 135 dan web <i>customer care</i> perusahaan dan 177 telah ditindaklanjuti. A total of 179 complaints from customers were received through Pertamina Call Center 135 and the company's customer care website and 177 have been followed up. - Penyelenggaraan kegiatan <i>gathering</i> dengan pelanggan. Organizing gathering activities with customers. - Tidak ada kegiatan pelatihan untuk mekanik. There are no training activities for mechanics. - Hasil <i>Customer Satisfaction</i> dan <i>Loyalty Survey</i> (CSLS) yakni 4,34 (<i>Customer Satisfaction Index</i>) dan 4.17 (<i>Customer Loyalty Index</i>) dan + 67 NPS (<i>Net Promoter Score</i>) Customer Satisfaction and Loyalty Survey (CSLS) results of 4.34 (Customer Satisfaction Index) and 4.17 (Customer Loyalty Index) and + 67 NPS (Net Promoter Score).
Pemegang Saham (PERTAMINA Group) Shareholders (PERTAMINA Group)	Keberlanjutan Bisnis Business Sustainability	Komunikasi dan pelaporan kinerja secara berkala. Regular communication and performance reporting.	- Penyampaian <i>Management Report</i> bulanan, triwulan, dan semester. Submission of monthly, quarterly, and semester Management Reports. - Penyampaian Laporan Tahunan. Submission of Annual Report. - Diskusi tinjauan kinerja triwulan. Discussion of quarterly performance review. - Rapat Umum Pemegang Saham (RUPS). General Meeting of Shareholders (GMS).
Pemerintah Government	- Kepatuhan dan ketaatan hukum. Legal compliance and observance. - Pemenuhan kewajiban pajak dan penerimaan negara bukan pajak (PNBP). Fulfillment of tax obligations and non-tax state revenues (PNBP).	- Forum/diskusi/pertemuan dan koordinasi berkala dengan Pemerintah/Badan Pemerintah. Regular forums/discussions/meetings and coordination with Government/Government Agencies. - Pembayaran pajak dan PNBP. Tax and non-tax payments. - Penyelenggaraan program tanggung jawab sosial. Implementation of social responsibility programs.	- Menerima kunjungan Pemerintah/Badan Pemerintah. Receive Government/Government Agency visits - Total nilai pajak yang dibayarkan sebesar Rp793.158 juta. Total value of taxes paid amounted to Rp793.158 million - Dalam kegiatan operasi dan bisnis yang dijalankan, Perusahaan tidak memiliki lingkup kewajiban untuk melakukan pembayaran terkait Penerimaan Negara Bukan Pajak (PNBP). Seluruh kewajiban Perusahaan kepada negara telah dipenuhi melalui ketentuan perpajakan yang mengikat Perusahaan. In its operations and business activities, the Company has no scope of obligation to make payments related to Non-Tax State Revenue (PNBP). All of the Company's obligations to the state have been fulfilled through tax provisions that bind the Company.

Pemangku Kepentingan Stakeholders	Kebutuhan/Harapan/Topik Penting Needs / Expectations / Important Topics	Metode Pelibatan Methods of Engagement	Bentuk Pelibatan Tahun 2022 Form of Engagement in 2022
	Pemenuhan tanggung jawab sosial dan lingkungan. Fulfillment of social and environmental responsibilities.	Pengelolaan lingkungan dan kesertaan PROPER Kementerian Lingkungan Hidup dan Kehutanan. Environmental management and PROPER participation of the Ministry of Environment and Forestry.	- Total biaya CSR sebesar Rp5,48 miliar. Total CSR costs amounted to IDR5.48 billion. - Kesertaan PROPER KHLK dengan perolehan PROPER Hijau dan PROPER Biru. KHLK PROPER participation with the acquisition of Green PROPER and Blue PROPER.
Masyarakat Lokal Local Community	Pemenuhan tanggung jawab sosial dan lingkungan. Fulfillment of social and environmental responsibility.	- Program pemberdayaan dan pengembangan masyarakat yang berkelanjutan, serta berbagi nilai. Sustainable community development and empowerment programs, and value sharing. - Komunikasi dan penyediaan akses pelaporan/pengaduan. Communication and provision of access to reporting/complaints. - Kerjasama dengan lembaga pembiayaan untuk pengembangan usaha mikro, kecil dan menengah (UMKM) Cooperation with financing institutions for the development of micro, small and medium enterprises (MSMEs)	- Total biaya program pemberdayaan dan pengembangan masyarakat sebesar Rp2.085.764.000,- miliar. The total cost of the community empowerment and development program was IDR 2,085,764,000. - Pada tahun 2022, tidak terdapat laporan/pengaduan oleh Masyarakat kepada Perusahaan. In 2022, there were no reports/complaints by the public to the Company. - Kerjasama dengan Bank Mandiri untuk pembiayaan usaha mikro bagi <i>outlet/bengkel mitra</i>. Cooperation with Bank Mandiri for micro business financing for partner outlets/workshops.
Media Media	- Transparansi informasi. Information transparency. - Publikasi kinerja dan produk Perusahaan. Publication of the Company's performance and products.	Keterbukaan informasi publik melalui penyampaian informasi kinerja, dan kerja sama promosi produk Perusahaan. Public information disclosure through the delivery of performance information, and cooperation in promoting the Company's products.	- Penyampaian 96 materi pemberitaan/<i>press release</i> tentang kinerja, produk, dan kegiatan terkait Perusahaan dan menghasilkan 2.352 pemberitaan positif. Submission of 96 news/press release materials on the Company's performance, products, and related activities and generated 2,352 positive news reports. - Penyelenggaraan 9 media kolaborasi <i>gathering/Press conference/workshop/webinar</i> Organization of 9 collaborative media gatherings/press conferences/workshops/webinars - Melakukan 31 pertemuan dengan media Conducted 31 meetings with media

Masing-masing aspirasi dari pemangku kepentingan serta pendekatan yang dilakukan Perusahaan secara rinci disampaikan dalam laporan tahunan terintegrasi ini.

Each stakeholder's aspirations and the Company's approach are detailed in this integrated annual report.

KEUNGGULAN KOMPETITIF PERTAMINA LUBRICANTS

Competitive Advantage of Pertamina Lubricants

Pertamina Lubricants merupakan bagian dari kelompok usaha PT Pertamina (Persero) yang menjalankan produksi, distribusi, dan pemasaran produk pelumas dan grease, baik untuk pasar nasional maupun internasional.

Pertamina Lubricants is part of the business group PT Pertamina (Persero) which runs production, distribution, and marketing of lubricants and greases, both for the national and international market.

- 1**
Bagian dari Pertamina, perusahaan oil dan gas terbesar di Indonesia.
Part of Pertamina, the largest oil and gas company in Indonesia.
- 2**
Kuatnya rantai pasok bahan baku pelumas khususnya base oil dari Kilang Pertamina untuk Group I dan III.
Strong supply chain for raw materials for lubricants, especially base oil from Pertamina Refinery for Groups I and III.
- 3**
Semua produk sudah comply dengan standar internasional baik produk otomotif maupun industri.
All products comply with international standards for both automotive and industrial products.
- 4**
Menawarkan lebih dari sekedar produk pelumas, namun juga dilengkapi dengan aftersales services yang mumpuni dengan sumber daya manusia profesional di bidangnya.
Offering more than just lubricants, but also equipped with aftersales services that are with qualified human resources professional in their fields.
- 5**
Memiliki Lubricants Technology Center (LTC), pusat riset dan inovasi pelumas terbesar di Indonesia yang berlokasi di Plumpang, Jakarta Utara.
Has Lubricants Technology Center (LTC), the largest lubricants research and innovation center in Indonesia, located in Plumpang, North Jakarta.
- 6**
Memiliki 3 pabrik di Indonesia dan 23 Depot supply point sehingga memastikan product availability secara nasional.
Having 3 plants in Indonesia and 23 supply point depots to ensure national product availability.
- 7**
Penggunaan pelumas Pertamina pada sektor-sektor nasional berkontribusi terhadap langkah strategis Pemerintah dalam penyerapan penggunaan produk lokal oleh berbagai instansi dan pelaku industri di Indonesia dengan nilai Tingkat Kandungan Dalam Negeri (TKDN) yang tinggi. Dengan TKDN yang tinggi, produk pelumas Pertamina mampu bersaing secara kompetitif di pasar dan memiliki daya saing yang kuat. Pertamina Lubricants juga mendukung program Pemerintah dalam Peningkatan Penggunaan Produk Dalam Negeri (P3DN) dengan terus menyuplai pelumas untuk segmen industri di sektor-sektor strategis di Indonesia.
The use of Pertamina's lubricants in national sectors contributes to the government's strategic actions in absorbing the use of local products by various agencies and industry players in Indonesia with a high Domestic Content Level (TKDN) score. With a high TKDN, Pertamina's lubricant products are able to compete in the market and have high competitiveness. PTPL also supports the government's program to Increase the Use of Domestic Products (P3DN) by continuing to supply lubricants for industrial segments in strategic sectors in Indonesia.



PERTAMINA LUBRICANTS



Production Unit Jakarta (PUJ)

Fasilitas & Kapasitas Produksi
Production Facilities & Capacity

Lube Oil Blending Plant (LOBP)
270.000 KL/tahun
KL/years

Grease Plant
8.000 MT/tahun
MT/years

Viscosity Modifier (VM) Plant
6.000 MT/tahun
MT/years



Production Unit Cilacap (PUC)

Fasilitas & Kapasitas Produksi
Production Facilities & Capacity

Lube Oil Blending Plant (LOBP)
85.000 KL/tahun
KL/years



Production Unit Gresik (PUG)

Fasilitas & Kapasitas Produksi
Production Facilities & Capacity

Lube Oil Blending Plant (LOBP)
120.000 KL/tahun
KL/years

Viscosity Modifier (VM) Plant
4.000 MT/tahun
MT/years

JEJAK LANGKAH DAN PERJALANAN PERTAMINA LUBRICANTS

Milestones and Journey of Pertamina Lubricants

Sebagai kelanjutan dari restrukturisasi PT Pertamina (Persero) menjadi *Holding* BUMN Migas, dan selesainya dokumen legal pembentukan *Subholding*, pada 1 September 2021 **PT Pertamina (Persero) telah mengalihkan 99,95% saham kepemilikan atas Pertamina Lubricants, kepada PT Pertamina Patra Niaga Subholding Commercial & Trading.**

As a continuation of the restructuring of PT Pertamina (Persero) into an Oil and Gas BUMN Holding, and the completion of legal documents for the formation of Subholding, on September 1, 2021 PT Pertamina (Persero) has transferred 99.95% ownership shares of Pertamina Lubricants, to PT Pertamina Patra Niaga Subholding Commercial & Trading.

1957

Dari tahun 1957 hingga 2013 beroperasi sebagai Unit Bisnis Pelumas PT Pertamina (Persero).
From 1957 to 2013 operated as Lubricants Business Unit of PT Pertamina (Persero).

2013

Dilakukan Pemisahan Unit Bisnis Pelumas PT Pertamina (Persero) pada September 2013 menjadi anak perusahaan dengan nama Pertamina Lubricants.
The spin off of PT Pertamina (Persero) Lubricants Business Unit on September 2013 was performed to become a subsidiary company named Pertamina Lubricants.

2015

- Perubahan nama Amaco Production Co., Ltd menjadi Pertamina Lubricants (Thailand) Co., Ltd.
- Kerja sama *Technical Partnership* dengan Automobili Lamborghini.
- Change of name Amaco Production Co., Ltd to Pertamina Lubricants (Thailand) Co., Ltd.
- Technical Partnership cooperation with Automobili Lamborghini.

2014

Akuisisi perusahaan pelumas Thailand, Amaco Production Co. Ltd.
Acquisition of Thai lubricant company, Amaco Production Co. Ltd.

2016

Pelepasan kepemilikan saham Perusahaan terhadap PT Pertamina International Shipping.
Relinquishment of the Company's share ownership of PT Pertamina International Shipping.

2018

Peresmian Kantor Perwakilan (*Sales Representative Office/ SRO*) di Sydney, Australia.
Inauguration of Sales Representative Office (SRO) in Sydney, Australia.

2019

Groundbreaking Lubricants Technology Center (LTC)
Groundbreaking of Lubricants Technology Center (LTC)

- Pembentukan anak usaha JV Katalis Merah Putih - PT Katalis Sinergi Indonesia (PT KSI).
- Transformasi PT Pertamina (Persero) menjadi *Holding* Migas dan pembentukan struktur organisasi baru *Holding-Subholding* di Pertamina Group.
- Establishment of a subsidiary JV Merah Putih Catalyst - PT Katalis Sinergi Indonesia (PT KSI).
- Transformation of PT Pertamina (Persero) into Oil and Gas Holding and establishment of a new Holding-Subholding organizational structure in Pertamina Group.

2020

2021

Pertamina Lubricants menjadi anak perusahaan *Subholding Commercial & Trading* Pertamina.
Pertamina Lubricants became a subsidiary of Subholding Commercial & Trading Pertamina.

2022

Peletakan batu pertama pembangunan Pabrik Katalis Merah Putih milik PT Katalis Sinergi Indonesia, pabrik katalis pertama di Indonesia PT Pertamina | *Groundbreaking* of the construction of Merah Putih Catalyst Factory owned by PT Katalis Sinergi Indonesia, the first catalyst factory in Indonesia

CAPAIAN PENTING 2022

Significant Achievements in 2022



Sponsorship Pertamina dalam penamaan Pertamina Mandalika International Street Circuit dan adanya kolaborasi aktivasi Pertamina Enduro dalam ajang balap Internasional MotoGP Event Pertamina Grand Prix of Indonesia yang diadakan pada 20 Maret 2022.

Pertamina's sponsorship in the naming of Pertamina Mandalika International Street Circuit and the collaboration of Pertamina Enduro activation in Pertamina Grand Prix of Indonesia International MotoGP Event race, held on March 20, 2022.

- *Online dan offline* aktivasi pada saat pergelaran ajang balap Internasional MotoGP Event Pertamina Grand Prix of Indonesia Pertamina Enduro, menghadirkan berbagai aktivasi dan program untuk konsumen dan masyarakat di Indonesia. Program ini menawarkan kesempatan mendapatkan *merchandise* eksklusif Pertamina Enduro Mandalika untuk setiap pembelian pelumas Enduro di 700 bengkel-bengkel bertanda khusus Pertamina Grandprix of Indonesia secara nasional.
- Pertamina Lubricants (PL) melalui *brand* pelumas unggulan roda dua Pertamina Enduro menggelar *touring* bertajuk 'Enduro Turbo Ultimate Journey' dengan rute Surabaya-Bromo-Bali-Mandalika-Lombok mulai 15 hingga 21 Maret 2022. *Turing* ini merangkul 9 *Key Opinion Leaders* (KOL) dari latar belakang otomotif dan *lifestyle* serta *community leaders* dengan sebutan 'Enduro Riders'.
- Online and offline activation during Pertamina Grand Prix of Indonesia International MotoGP Event racing Pertamina Enduro, presenting various activations and programs for consumers and the public in Indonesia. This program offered the opportunity to get exclusive Pertamina Enduro Mandalika merchandise for every purchase of Enduro lubricants at 700 workshops with a special Pertamina Grandprix of Indonesia mark nationally.
- Pertamina Lubricants (PL) through its flagship two-wheeled lubricant brand Pertamina Enduro organized a tour titled 'Enduro Turbo Ultimate Journey' with Surabaya-Bromo-Bali-Mandalika-Lombok route from 15th to 21st of March 2022. This tour embraced 9 Key Opinion Leaders (KOL) from automotive and lifestyle background as well as community leaders with the title 'Enduro Riders'.



Pertamina Lubricants kembali mendapatkan kepercayaan dari perusahaan multinasional untuk mensuplai kebutuhan pelumas yaitu dari Toyota Motor Asia Pacific (TMAP).

Pertamina Lubricants once again won the trust of a multinational company to supply lubricants, namely from Toyota Motor Asia Pacific (TMAP).

- Pengiriman perdana dilakukan pada tahun 2022 ini untuk produk *Gear Oil* sebanyak satu kontainer dari estimasi kebutuhan sebesar dua kontainer per bulan. Produk tersebut digunakan untuk memenuhi kebutuhan *aftermarket* di Asia Pasific di mana proses pengadaan dipusatkan di PT Toyota Daihatsu Engineering & Manufacturing., LTD di Thailand (TDEM). Transaksi dengan TDEM dilakukan oleh anak usaha PTPL yang ada di Thailand yaitu Pertamina Lubricants Thailand Co. Ltd. (PLT)
- Pengiriman perdana ini didahului oleh proses audit operasional PLT yang ketat oleh TDEM. Lolosnya PLT atas audit ini merupakan hasil dari proses perbaikan terus menerus yang dilakukan oleh tim operasi. Juga merupakan sebuah kebanggaan tersendiri bagi PLT karena berhasil mencatatkan diri sebagai vendor yang terdaftar di Toyota group. Toyota group merupakan *gold standard* di *industry automotive*, khususnya *Japanese car manufacturer*.
- The first shipment was made on 2022 for Gear Oil products in the amount of one container of the estimated need of two containers per month. These products will be used to meet aftermarket needs in Asia Pacific where the procurement process is centered at PT Toyota Daihatsu Engineering & Manufacturing., LTD in Thailand (TDEM). Transactions with TDEM were carried out by PTPL's subsidiary in Thailand, namely Pertamina Lubricants Thailand Co. Ltd. (PLT)
- This first delivery was preceded by a rigorous PLT operational audit process by TDEM. PLT passing this audit is the result of a continuous improvement process carried out by the operations team. It was a proudly achievement for for PLT, since it has succeeded in registering itself as a registered vendor in Toyota group. Toyota group is the gold standard in automotive industry, especially Japanese car manufacturers.



Peluncuran Pertamina SPREEZE, pelumas anti karat serbaguna.

Launching of Pertamina SPREEZE, a multipurpose anti-rust lubricant.

- Produk ini merupakan inovasi kerja sama riset dan pengembangan produk antara Pertamina Lubricants dan *Research & Technology Innovation* (RTI) PT Pertamina (Persero) yang dilakukan sejak 2019.
- PTPL terus berkomitmen untuk menghadirkan produk-produk sesuai dengan kebutuhan masyarakat. Hadirnya PERTAMINA SPREEZE ini melebarkan portofolio bisnis dan rangkaian produk Pertamina Lubricants serta merupakan salah satu strategi dalam mengeksplorasi inovasi produk dari bahan baku yang dimiliki Pertamina.
- Sebagai pelumas anti karat serbaguna, PERTAMINA SPREEZE menghadirkan solusi pelumasan yang lengkap baik untuk industri maupun retail. Setidaknya terdapat 6 fungsi yang dapat dirasakan dari PERTAMINA SPREEZE. Dengan formula zat aktif khusus, PERTAMINA SPREEZE mampu membersihkan (*Clean*), penetrasi (*Penetrates*), melumasi (*Lubricates*), menghilangkan kelembapan (*Displace Moisture*), melindungi (*Protects*) dan meningkatkan ketahanan (*Improves*).
- This product is an innovative research and product development collaboration between Pertamina Lubricants and Research & Technology Innovation (RTI) PT Pertamina (Persero) which has been carried out since 2019.
- PTPL continues to be committed to presenting products according to the needs of the people. PERTAMINA SPREEZE has widened Pertamina Lubricants's business portfolio and product range and is one of the strategies in exploring product innovation from Pertamina's raw materials.
- As a multi-purpose anti-rust lubricant, PERTAMINA SPREEZE presents a complete lubrication solution for both industry and retail. There are at least 6 functions that can be felt from PERTAMINA SPREEZE. With a special active substance formula, PERTAMINA SPREEZE is able to clean, penetrate, lubricate, remove moisture, protect and improve resistance.



Penandatanganan Memorandum of Understanding (MoU) dengan PLN

Signed a Memorandum of Understanding (MoU) with PLN

Pertamina Lubricants melakukan penandatanganan Nota Kesepahaman atau *Memorandum of Understanding* (MoU) dengan PLN terkait kerja sama pengembangan dan penggunaan produk minyak pelumas dan transformer oil untuk mendukung peningkatan penggunaan produk dalam negeri di sektor energi ketenagalistrikan.

Pertamina Lubricants signed a Memorandum of Understanding (MoU) with PLN regarding cooperation in the development and use of lubricating oil and transformer oil products to support the increased use of domestic products in electricity energy sector.

Rp536,28

ribu KL
thousand KL



Jumlah volume penjualan mengalami sedikit penurunan dibanding volume penjualan di tahun 2021 sebanyak 553,40 ribu KL namun pencapaian penjualan *Finished Product* justru mengalami peningkatan sebesar 7% ditopang oleh segmen *Key Account*, *Overseas*, *Industry* dan juga *Retail*.

The total sales volume did experience a slight decrease compared to the sales volume in 2021 of 553.40 thousand KL, but the achievement of *Finished Product* sales actually increased by 7% supported by the *Key Account*, *Overseas*, *Industry* and *Retail* segments.

Rp12,83

triliun | trillion



Realisasi pendapatan tahun 2022 tumbuh dari tahun 2021 sebesar Rp11,42 triliun.

Operating revenues realization in 2022 grew from 2021 of Rp11.42 trillion.

Rp1,59

triliun | trillion



Laba bersih tahun 2022

mengalami sedikit penurunan, namun Pertamina Lubricants berkomitmen untuk tetap menciptakan nilai tambah berkelanjutan bagi pemegang saham melalui profitabilitas yang dibukukan.

Net profit in 2022 experiencing a slight decline, however Pertamina Lubricants is committed to continuing to create sustainable added value for shareholders through its profitability.

Rp8,61

triliun | trillion



Jumlah aset tumbuh dari tahun 2021 sebesar Rp8,25 triliun. Rasio imbal hasil terhadap aset Perusahaan tercatat sebesar 18,44%.

Total assets in 2022 increased from 2021 of Rp8.25 trillion. The return on asset ratio of the Company in 2022 was recorded at 18.44%.

90,84

“Sangat Baik”
“Very Good”



Realisasi skor penilaian penerapan GCG, meningkat dari tahun sebelumnya dengan skor sebesar 89,97 juga dengan predikat “Sangat Baik”.

Score realization assessment of the implementation of GCG implementation assessment score, increased from previous year with a score of 89.97 also with “Very Good” predicate.

Rp5,48

miliar | billion



Realisasi penyaluran dana TJSL meningkat dari tahun 2021 sebesar Rp5,39 miliar.

Realisasi penyaluran dana TJSL meningkat 1,67% dari realisasi tahun 2021 sebesar Rp5,39 miliar.



AUTO SERVICE & REPAIR

PERTAMINA LUBRICANTS

DAFTAR ISI

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IKHTISAR 2022

2022 Highlights

IKHTISAR DATA KEUANGAN PENTING

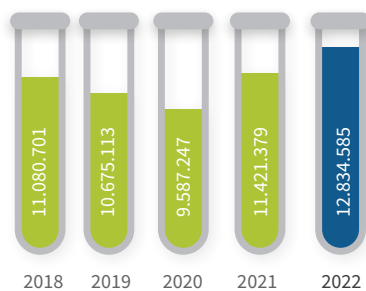
Key Financial Highlights

LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN CONSOLIDATED PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

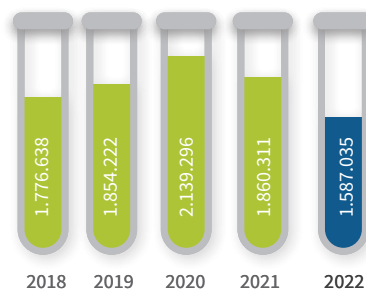
dalam Jutaan Rupiah, kecuali dinyatakan lain in Millions of Rupiah, unless stated otherwise	2022	2021	2020	2019	2018	YoY 2021-2022 (%)	CAGR 2018-2022 (%)
Pendapatan dari kontrak dengan pelanggan Revenue from contracts with customers	12.834.585	11.421.379	9.587.247	10.675.113	11.080.701	12,37 ↑	3,74 ↑
Beban pokok penjualan Cost of goods sold	(10.027.688)	(8.397.333)	(6.277.330)	(7.471.628)	(7.992.408)	19,42 ↑	5,84 ↑
Laba bruto Gross profit	2.806.897	3.024.047	3.309.917	3.203.485	3.088.293	(7,18) ↓	(2,36) ↓
Beban usaha Operating expenses	(910.135)	(773.757)	(781.280)	(885.645)	(865.030)	17,63 ↑	1,28 ↑
Pendapatan (beban) lain-lain - neto Other income (expenses) - net	31.540	23.742	16.944	6.198	20.378	32,85 ↑	11,54 ↑
Pendapatan (beban) keuangan Financial income (expenses)	69.203	93.319	159.235	131.303	141.817	(25,84) ↓	(16,42) ↓
Laba (rugi) selisih kurs - neto Gain (loss) on foreign exchange - net	34.313	(7.691)	749	(3.412)	11.575	(546,17) ↓	31,22 ↑
Bagian atas rugi bersih entitas asosiasi Share in net loss of associates	(2.343)	(1.013)	-	-	-	131,23 ↑	-
Laba sebelum pajak Profit before tax	2.029.476	2.358.647	2.705.565	2.451.929	2.397.033	(13,96) ↓	4,08 ↑
Beban pajak penghasilan - neto Income tax expense - net	(442.441)	(498.336)	(566.270)	(597.707)	(620.395)	(11,22) ↓	(8,10) ↓
Laba tahun berjalan Profit for the year	1.587.035	1.860.311	2.139.296	1.854.222	1.776.638	(14,69) ↓	(2,78) ↓
Penghasilan (beban) komprehensif lain Other comprehensive income (expenses)	9.109	9.974	(2.229)	(3.779)	1.808	(8,67) ↓	(49,82) ↓
Jumlah penghasilan komprehensif tahun berjalan Total comprehensive income for the year	1.596.144	1.870.285	2.137.066	1.850.443	1.778.446	(14,66) ↓	(2,67) ↓
Laba (rugi) tahun berjalan yang dapat diatribusikan kepada: Profit (loss) for the year attributable to:							
Pemilik entitas induk Owner of parent entity	1.587.097	1.860.898	2.139.241	1.854.993	1.777.606	(14,71) ↓	(2,79) ↓
Kepentingan non-pengendali Non-controlling interests	(62)	(587)	(55)	(771)	(969)	(89,46) ↓	(49,71) ↓
	1.587.035	1.860.311	2.139.296	1.854.222	1.776.637	(14,69) ↓	(2,78) ↓

dalam Jutaan Rupiah, kecuali dinyatakan lain in Millions of Rupiah, unless stated otherwise	2022	2021	2020	2019	2018	YoY 2021-2022 (%)	CAGR 2018-2022 (%)
Jumlah penghasilan (rugi) komprehensif tahun berjalan yang dapat diatribusikan kepada: Total comprehensive income (loss) for the year attributable to:							
Pemilik entitas induk Owner of parent entity	1.596.186	1.871.070	2.137.136	1.851.229	1.779.179	(14,69) ↓	(2,68) ↓
Kepentingan non-pengendali Non-controlling interests	(42)	(785)	(70)	(786)	(733)	(94,68) ↓	(51,07) ↓
	1.596.144	1.870.285	2.137.066	1.850.443	1.778.446	(14,66) ↓	(2,67) ↓
Jumlah saham (lembar) Number of shares (units)	3.413.526	3.413.526	3.413.526	3.413.526	3.413.526	-	-
Laba bersih per saham (Rupiah penuh)**** Earnings per share (full amount)****	464.926	545.154	626.695	543.424	520.470	(14,72) ↓	(2,78) ↓
*) Laba bersih per saham dihitung dengan membagi laba tahun berjalan yang diatribusikan kepada entitas induk dengan jumlah lembar saham.) Earnings per share is calculated by dividing profit for the year attributable to parent entity by number of shares.							

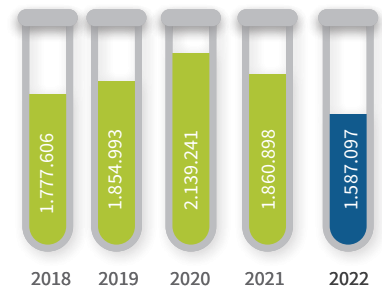
Pendapatan dari Kontrak dengan Pelanggan (Rp-juta)
Revenue from contracts with customers (Rp-million)



Laba Tahun Berjalan (Rp-juta)
Profit for the year (Rp-million)



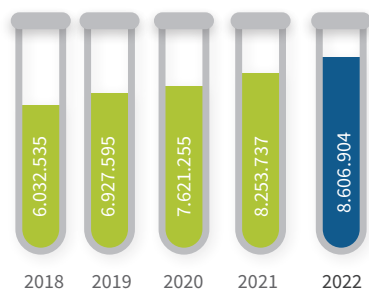
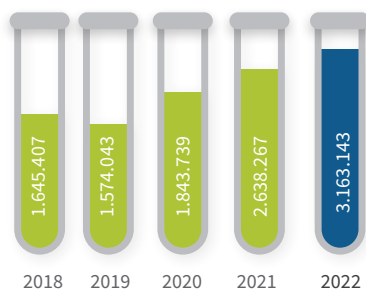
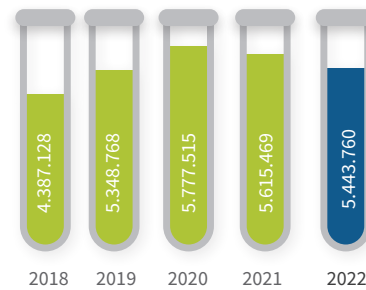
Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk (Rp-juta)
Profit for the year attributable to owner of parent entity (Rp-million)



POSISI KEUANGAN KONSOLIDASIAN CONSOLIDATED FINANCIAL POSITION

dalam Jutaan Rupiah, kecuali dinyatakan lain in Millions of Rupiah, unless stated otherwise	2022	2021	2020	2019	2018	YoY 2021-2022 (%)	CAGR 2018-2022 (%)
Aset Assets							
Persediaan - neto Inventory - net	2.477.580	2.080.355	1.417.365	1.595.766	2.049.776	19,09 ↑	4,85 ↑
Aset Tetap Fixed assets	1.225.178	1.217.133	1.112.822	903.544	784.829	0,66 ↑	11,78 ↑
Investasi jangka panjang Long term investment	22.484	24.827	25.840	-	-	(9,44) ↓	-
Aset Lancar Current assets	6.741.237	6.600.059	6.323.682	5.952.033	5.183.714	2,14 ↑	6,79 ↑
Aset Tidak Lancar Non-Current Assets	1.865.666	1.653.678	1.297.573	975.562	848.821	12,82 ↑	21,76 ↑
Jumlah Aset Total assets	8.606.904	8.253.737	7.621.255	6.927.595	6.032.535	4,28 ↑	9,29 ↑

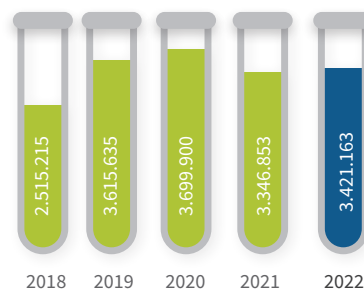
dalam Jutaan Rupiah, kecuali dinyatakan lain in Millions of Rupiah, unless stated otherwise	2022	2021	2020	2019	2018	YoY 2021-2022 (%)	CAGR 2018-2022 (%)
Liabilitas Liabilities							
Liabilitas Jangka Pendek Current liabilities	2.777.432	2.344.495	1.698.692	1.559.577	1.639.720	18,47 ↑	14,08 ↑
Liabilitas Jangka Panjang Non-Current Liabilities	385.711	293.772	145.047	14.466	5.688	31,30 ↑	186,96 ↑
Jumlah Liabilitas Total Liabilities	3.163.143	2.638.267	1.843.739	1.574.043	1.645.407	19,89 ↑	17,75 ↑
Ekuitas Equity							
Ekuitas yang dapat diatribusikan kepada: Equity attributable to:							
Pemilik entitas induk Owner of parent entity	5.443.405	5.615.072	5.776.333	5.347.515	4.385.090	(3,06) ↓	5,55 ↑
Kepentingan non-pengendali Non-controlling interests	356	397	1.182	1.253	2.039	(10,50) ↓	(35,36) ↓
Total Ekuitas Total Equity	5.443.760	5.615.469	5.777.515	5.348.768	4.387.128	(3,06) ↓	5,54 ↑
Total Liabilitas dan Ekuitas Total Liabilities and Equities	8.606.904	8.253.737	7.621.255	6.927.595	6.032.535	4,28 ↑	9,29 ↑

Jumlah Aset (Rp-juta)
Total Assets (Rp-million)Jumlah Liabilitas (Rp-juta)
Total Liabilities (Rp-million)Jumlah Ekuitas (Rp-juta)
Total Equity (Rp-million)**ARUS KAS**
CASH FLOW

dalam Jutaan Rupiah, kecuali dinyatakan lain in Millions of Rupiah, unless stated otherwise	2022	2021	2020	2019	2018	YoY 2021-2022 (%)	CAGR 2018-2022 (%)
Arus kas dari aktivitas operasi Cash flow from operating activities	1.905.735	1.593.717	2.255.427	2.251.231	1.773.564	19,58 ↑	1,81 ↑
Arus kas dari aktivitas investasi Cash flow from investing activities	(77.572)	167.339	(434.909)	(258.705)	(203.802)	(146,36) ↓	(21,45) ↓
Arus kas dari aktivitas pendanaan Cash flows from funding activities	(1.776.445)	(2.116.417)	(1.739.956)	(888.803)	(2.699.545)	(16,06) ↓	(9,93) ↓

dalam Jutaan Rupiah, kecuali dinyatakan lain in Millions of Rupiah, unless stated otherwise	2022	2021	2020	2019	2018	YoY 2021-2022 (%)	CAGR 2018-2022 (%)
Kenaikan (penurunan) neto kas dan setara kas Net increase (decrease) in cash and cash equivalents	51.718	(355.360)	80.562	1.103.723	(1.129.783)	114,55 ↑	n/a
Efek perubahan nilai kurs mata uang asing pada kas dan setara kas Effect of exchange rate changes on cash and cash equivalents	22.591	2.314	3.703	(3.302)	5.779	876,46 ↑	40,61 ↑
Kas dan setara kas pada awal tahun Cash and cash equivalents at beginning of the year	3.346.853	3.699.900	3.615.635	2.515.215	3.639.219	(9,54) ↓	(2,07) ↓
Kas dan setara kas pada akhir tahun Cash and cash equivalents at end of the year	3.421.163	3.346.853	3.699.900	3.615.635	2.515.215	2,22 ↑	7,99 ↑

Kas dan Setara Kas (Rp-juta)
Cash and Cash Equivalents (Rp-million)

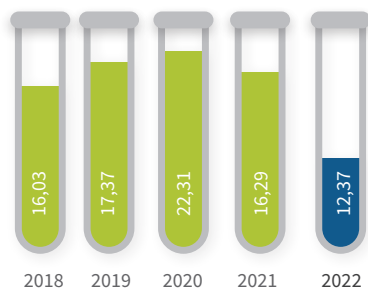


RASIO-RASIO KEUANGAN FINANCIAL RATIO

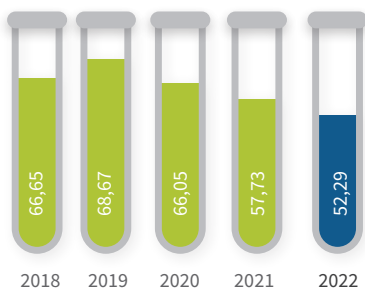
	Satuan Unit	2022	2021	2020	2019	2018	Kenaikan (Penurunan) Increased (Decreased) 2021-2022 (%)
Rasio Profitabilitas Profitability Ratio							
Imbal balik atas ekuitas Return On Equity (ROE)	%	35,47	39,25	42,50	39,00	68,06	(3,78) ↓
Imbal balik atas investasi Return On Investment (ROI)	%	24,97	31,19	36,25	36,00	42,10	(6,22) ↓
Imbal balik atas aset Return On Assets (ROA)	%	18,44	22,54	28,07	26,78	29,45	(4,10) ↓
Marjin Laba Usaha Operating Profit Margin	%	14,78	19,70	26,38	21,71	20,06	(4,92) ↓
Marjin Laba Bersih Net Profit Margin	%	12,37	16,29	22,31	17,37	16,03	(3,92) ↓

	Satuan Unit	2022	2021	2020	2019	2018	Kenaikan (Penurunan) Increased (Decreased) 2021-2022 (%)
Rasio Efisiensi Efficiency Ratio							
Periode Kolektibilitas Collectability Period	hari	16,86	30,46	32,20	20,45	15,90	(44,65) ↓
Perputaran Persediaan Inventory Turnover	%	70,46	66,48	53,96	54,53	67,52	3,98 ↑
Perputaran Total Aset Total Asset Turn Over (TATO)	%	155,11	147,00	133,55	162,75	186,54	8,11 ↑
Rasio Modal Terhadap Total Aset Equity to Total Asset Ratio	%	52,29	57,73	66,05	68,67	66,55	(5,44) ↓
Rasio Likuiditas Liquidity Ratio							
Rasio Kas Cash Ratio	%	123,18	142,75	237,22	231,85	152,86	(19,57) ↓
Rasio Lancar Current Ratio	%	242,71	281,51	372,27	381,67	316,60	(38,80) ↓
Rasio Solvabilitas Solvency Ratio							
Rasio Liabilitas terhadap Ekuitas Debt to Equity Ratio (DER)	%	58,11	46,98	31,91	29,43	37,51	11,12 ↑
Rasio Liabilitas terhadap Aset Debt to Asset Ratio (DAR)	%	36,75	31,96	24,19	22,72	27,28	4,79 ↑

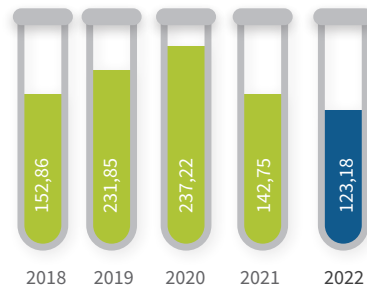
Marjin Laba Bersih (%)
Net Profit Margin (%)



Rasio Modal Terhadap Total Aset (%)
Equity to Total Assets Ratio (%)



Rasio Kas (%)
Cash Ratio (%)



IKHTISAR KEBERLANJUTAN

Sustainability Highlights

Perihal Description	2022	2021	2020	2019	2018	YoY 2021-2022 (%)	CAGR 2018-2022 (%)
Capaian Operasional Operational Achievement							
Jumlah Produksi (Kilo Liter) Total Production (Kilo Liter)							
Unit Jakarta Jakarta Unit	202.914	213.188	194.537	205.151	261.297	(4,82) ↓	(6,13) ↓
Unit Cilacap Cilacap unit	70.625	67.541	79.294	79.130	66.870	4,57 ↑	1,38 ↑
Unit Gresik Gresik Unit	114.955	109.177	112.048	116.964	148.266	5,29 ↑	(6,16) ↓
Jumlah Total	408.495	389.906	385.879	401.245	476.433	4,77 ↑	(3,77) ↓
Jumlah Penjualan (Kilo Liter) Total Sales (Kilo Liter)							
Ritel Domestik Domestic Retail	136.562	131.214	121.458	127.490	146.997	4,08 ↑	(1,82) ↓
Industri Domestik Domestic Industry	258.757	240.747	245.346	289.576	302.146	7,48 ↑	(3,80) ↓
Overseas	140.964	181.438	202.131	195.634	172.006	(22,31) ↓	(4,85) ↓
Jumlah Total	536.283	553.398	568.934	612.700	621,150	(3,09) ↓	(3,61) ↓
Produk Ramah Lingkungan Environmentally Friendly Products							
Pertamina Grisklin (Kilo Liter) Pertamina Grisklin (Kilo Liters)	39	47	29	28	4	(17,02) ↓	
Pertasurf (Kilo Liter) Pertasurf (Kilo Liters)	7	34	62	-	-	(79,41) ↓	
Keterlibatan Pemasok Lokal dalam Rantai Bisnis Local Supplier Involvement in Business Chain							
Jumlah pemasok lokal (pemasok) Number of local suppliers (suppliers)	32	32	32	32	32	-	
Komposisi pemasok lokal dalam rantai bisnis (%) Composition of local suppliers in business chain (%)	65	65	65	65	65	-	

Perihal Description	2022	2021	2020	2019	2018	YoY 2021-2022 (%)	CAGR 2018-2022 (%)
Pengelolaan Organisasi dan Tata Kelola Organizational Management and Governance							
Tingkat Kesehatan Perusahaan (skor dan peringkat) Company Soundness Rating (scores and rating)	82 "Sehat; AA"	83 "Sehat; AA"	81 "Sehat; AA"	79 "Sehat; A"	86 "Sehat; AA"		
Tingkat kepatuhan LHKPN (%) LHKPN compliance rate (%)	100	100	100	100	100		
Penilaian penerapan GCG (skor) GCG Assessment (score)	90,84	89,97	84,40	81,04	80,34		
Pengelolaan Lingkungan Environmental Management							
Peringkat PROPER PROPER rating							
Hijau Green	PU Cilacap PU Gresik	•PU Cilacap •PU Gresik	•PU Cilacap •PU Gresik	•PU Cilacap •PU Gresik	•PU Cilacap •PU Gresik		
Biru Blue	PU Jakarta						
Konsumsi energi (GJ) Energy consumption (GJ)	84.535,6	153.273,58	72.274,18	38.066,87	39.435,94	(44,85)	↓
Intensitas Konsumsi Energi (IKE) (GJ/KL) Energy Consumption Intensity (IKE) (GJ/KL)	0,2241	0,1762	0,1026	0,0903	0,0854	27,19	↑
Volume reduksi emisi GRK (Ton CO ₂ eq) GHG emission reduction volume (Ton CO ₂ eq)	263	141,40	143,75	271,91	230	85,99	↑
Penggunaan air (m ³) Water usage (m ³)	61.122	49.604	51.927	41.050,4	39.760,4	23,22	↑
Volume limbah B3 terolah (kg) Processed hazardous and toxic waste volume (kg)	134.060,11	271.245,00	345.114,00	403.965,63	207.250	(50,57)	↓
Pengelolaan Produk dan Layanan Jasa serta Pelanggan Management of Products, Services and Customers							
Indeks kepuasan pelanggan (dalam skala 5) Customer satisfaction index (on a scale of 5)	4,34	4,26	4,20	4,00	4,10	1,88	↑
Pengaduan Pelanggan dan Jumlah terselesaikan (pengaduan) Customer satisfaction index (on a scale of 5)	177	197	240	144	117	(10,15)	↓

Perihal Description	2022	2021	2020	2019	2018	YoY 2021-2022 (%)	CAGR 2018-2022 (%)
Ketenagakerjaan Employment							
Jumlah Tenaga Kerja (orang) Number of workers (persons)	440	408	420	408	437	7,84 ↑	
Tenaga Alih Daya (TAD) Outsourced Personnel (TAD)	2.316	2.127	2.293	1.742	1.530	8,89 ↑	
Jumlah Total	2.756	2.535	2.713	2.150	1.967	8,76 ↑	
Jumlah inovasi Number of innovations	236	198	90	174	108	19,19 ↑	
Jam pelatihan (jam) Training hours (hours)	66.582	130.598	40.880	9.932	20.328	(49,02) ↓	
Keselamatan dan Kesehatan Kerja (K3) Occupational Safety and Health (OHS)							
Fatalitas (kejadian) Fatality (event)	-	-	-	-	-	-	
Lost Time Incident Rate (LTIR) Lost Time Incident Rate (LTIR)	-	-	0,53	-	0,20	-	
Jam kerja selamat (jam) Safe working hours (hours)	5.686.915	5.635.275	5.283.467	4.974.128	5.030.346	0,91 ↑	
Vaksinasi COVID-19 (pekerja) COVID-19 vaccination (workers)	100	100	100	N/A	N/A	-	
Pengembangan Sosial dan Kemasyarakatan Social and Community Development							
Penerima manfaat (orang) Beneficiary (persons)	36.790	109.500	338.176	12.931	N/A	(66,40) ↓	
Realisasi dana TJSL (Rp-miliar) Realization of CSR funds (Rp-billion)	5,48	5,39	6,29	3,26	1,59	1,67 ↑	
Jumlah program CSR (program) Number of CSR programs (programs)	80	87	73	43	33	(8,05) ↓	

IKHTISAR SAHAM

SHARES HIGHLIGHTS

Pemegang Saham dan Aksi Korporasi pada Periode 2021-2022

Di sepanjang tahun 2022 tidak terdapat aksi korporasi saham yang dilakukan Perusahaan.

Di tahun 2021, berdasarkan Akta No. 7 tanggal 1 September 2021 yang dibuat di hadapan Notaris Jose Dima Satria, S.H.,M. Kn., pemegang saham menyetujui pengambilalihan seluruh saham milik PT Pertamina (Persero) dalam Perusahaan sebanyak 3.411.820 lembar saham atau 99,95% oleh PT Pertamina Patra Niaga.

Per 31 Desember 2022, jumlah saham Perusahaan sebanyak 3.413.526 lembar saham, dengan kepemilikan PT Pertamina Patra Niaga sebanyak 3.411.820 lembar saham atau 99,95%, dan PT Pertamina Pedeve Indonesia memiliki saham Perusahaan sebanyak 1.706 lembar saham atau 0,05%.

Informasi tentang Perdagangan Saham dan Kepemilikan Saham oleh Publik

Hingga 31 Desember 2022 Perusahaan tidak melakukan penawaran umum saham dan tidak memperdagangkan sahamnya kepada publik. Perusahaan juga tidak memiliki kebijakan terkait kepemilikan perorangan, baik kepemilikan oleh manajemen maupun karyawan.

Dividen Saham

Berdasarkan RUPS Tahunan tahun buku 2021 yang diselenggarakan pada tanggal 16 Agustus 2022, para pemegang saham menyetujui keputusan usulan penetapan penggunaan laba tahun buku 2021 sebesar Rp1.860.898.125.000,- dengan rincian sebagai berikut:

- Sebesar 95% dan Laba Bersih tersebut atau sebesar Rp1.767.853.218.750,- sebagai dividen kepada Pemegang Saham Perseroan sesuai dengan porsi kepemilikan saham pada Perseroan.

Berdasarkan RUPS Tahunan tahun buku 2020 yang diselenggarakan pada tanggal 5 Mei 2021, para pemegang saham menyetujui keputusan para pemegang saham menyetujui keputusan usulan penetapan penggunaan laba tahun buku 2020 sebesar Rp2.139.241,- dengan rincian sebagai berikut:

- Sebesar 76,26% dan Laba Bersih tersebut atau sebesar Rp1.631.411.605.444,- sebagai dividen kepada Pemegang Saham Perseroan sesuai dengan porsi kepemilikan saham pada Perseroan.

Shareholders and Corporate Actions in 2021-2022

Throughout 2022, the Company did not perform any corporate actions related to shares.

In 2021, based on Deed No. 7 dated September 1, 2021 made before Notary Jose Dima Satria, S.H.,M.Kn., the shareholders approved the acquisition of all shares owned by PT Pertamina (Persero) in the Company totaling 3,411,820 shares or 99.95% by PT Pertamina Patra Niaga.

As of December 31, 2022, the number of the Company's shares was 3,413,526 shares, with PT Pertamina Patra Niaga ownership of 3,411,820 shares or 99.95%, and PT Pertamina Pedeve Indonesia ownership of 1,706 shares or 0.05% .

Information on Shares Trading and Public Ownership

Until December 31, 2022 the Company did not make a public offering of shares and did not trade its shares to the public. The company also does not have a policy regarding individual ownership, either ownership by management or employees.

Share Dividends

Based on the Annual General Meeting of Shareholders for 2021 fiscal year on August 16, 2022, the shareholders approved a decision on the proposed use of 2021 fiscal year profit in the amount of Rp1,860,898,125,000, with the following details:

- 95% of the Net Profit or Rp1,767,853,218,750 as dividends to the Company's Shareholders in accordance with the portion of share ownership in the Company.

Based on the Annual General Meeting of Shareholders for 2020 fiscal year on May 5 2021, the shareholders approved a decision on the proposed use of 2020 fiscal year profit in the amount of Rp2,139,241, with the following details:

- 76.26% of the Net Profit or Rp1,631,411,605,444 as dividends to the Company's Shareholders in accordance with the portion of share ownership in the Company.

	2022 (untuk Hasil Usaha Tahun Buku 2021) (for Business Result Financial Year 2021)	2021 (untuk Hasil Usaha Tahun Buku 2020) (for Business Result Financial Year 2020)
Laba Bersih yang Diatribusikan Kepada Entitas Induk (Rp-juta) Net Profit Attributable to Parent Entity (Rp-million)	1.860.898	2.139.241
Dividen yang Dibagikan (Rp-juta) Dividend Distributed (Rp-million)	1.767.853	2.032.331
Dividen Kas per Saham (Rp/lembar) Cash Dividend per Share (USD/share)	0,518	0,595
Rasio Pembagian Dividen (%) Dividend Payout Ratio (%)	95%	95%
Tanggal Pengumuman Announcement Date	16 Agustus 2022 August 16, 2022	5 Mei 2021 May 5, 2021
Tanggal Pembayaran Payment Date	18 Agustus 2022 15 September 2022 August 18, 2022 September 15, 2022	30 Juli 2021 02 Agustus 2021 July 30, 2021 August 02, 2021

Informasi tentang Aksi Korporasi Lainnya

Di sepanjang tahun 2021 dan 2022 Perusahaan tidak melakukan aksi korporasi seperti aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), saham bonus, maupun penurunan nilai nominal saham.

Information on Other Corporate Actions

Throughout 2021 and 2022, the Company did carry out corporate actions such as stock splits, reverse stocks, bonus shares, or a decrease in the nominal value of shares.

INFORMASI TENTANG OBLIGASI, SUKUK, OBLIGASI KONVERSI, ATAU EFEK LAINNYA, SERTA INFORMASI PENDANAAN LAINNYA

Information on Bonds, Sharia Bonds, Convertible Bonds, or Other Securities, as Well as Other Funding Information

Hingga 31 Desember 2022 Perusahaan tidak melakukan penawaran umum surat utang pada bursa efek manapun, baik obligasi, sukuk, obligasi konversi, maupun efek lainnya. Perusahaan juga tidak memiliki pendanaan lainnya seperti Surat Berjangka Menengah, atau *Medium Term Notes*.

As of December 31, 2022, the Company did not make a public offering of debt securities on any stock exchange, whether bonds, sharia bonds, convertible bonds, or other securities. The Company also did not have other funding such as Medium Term Notes.

PENGHARGAAN DAN SERTIFIKASI

Awards and Certifications

Penghargaan Tahun 2022 Berskala Nasional 2022 National Award

SNI Awards 2022

Deskripsi Penghargaan: Predikat Emas di ajang SNI Awards 2022 kategori Organisasi Besar Produk Sektor Kimia, Farmasi, Kesehatan, Tekstil, Energi dan Sumber Daya Mineral.

Pemberi Penghargaan: Badan Standardisasi Nasional (BSN)

Acara/Kegiatan: SNI Awards 2022

Tanggal Diberikan: 30 November 2022

Award Description: Gold predicate in the SNI Awards 2022 category of Large Organization of Chemical, Pharmaceutical, Health, Textile, Energy and Mineral Resources Sector Products.

Honoree: National Standardization Agency (BSN)

Events/Activities: SNI Awards 2022

Date Granted: November 30, 2022

4th Indonesia BUMN Awards 2022

Deskripsi Penghargaan: *Best Brand Popularity* dan *Best Brand Image* dalam kategori Lubricants.

Pemberi Penghargaan: The Economics

Acara/Kegiatan: 4th Indonesia BUMN Awards 2022

Tanggal Diberikan: 27 Oktober 2022

Award Description: Best Brand Popularity and Best Brand Image in the Lubricants category.

Honoree: The Economics

Events/Activities: 4th Indonesia BUMN Awards 2022

Date Granted: October 27, 2022

Indonesia Safety Excellence Award (ISEA) 2022

Deskripsi Penghargaan: kategori *The Best Leadership Focus on Safety Culture*, kategori *The Best Green Company*, dan kategori *The Best Safety Team of The Year 2022*.

Pemberi Penghargaan: First Indonesia Magazine

Acara/Kegiatan: Indonesia Safety Excellence Award (ISEA) 2022

Tanggal Diberikan: 20 Oktober 2022

Award Description: The Best Leadership Focus on Safety Culture category, The Best Green Company category, and The Best Safety Team of the Year 2022 category.

Honoree: First Indonesia Magazine

Events/Activities: Indonesia Safety Excellence Award (ISEA) 2022

Date Granted: October 20, 2022

Top Digital Corporate Brand Award 2022

Deskripsi Penghargaan: *Top Digital Corporate Brand Award 2022*

Pemberi Penghargaan: TRAS N CO Indonesia

Acara/Kegiatan: Indonesia Safety Excellence Award (ISEA) 2022

Tanggal Diberikan: 15 September 2022

Award Description: Top Digital Corporate Brand Award 2022

Honoree: TRAS N CO Indonesia

Events/Activities: Indonesia Safety Excellence Award (ISEA) 2022

Date Granted: September 15, 2022

TJSL & CSR Award 2022

Deskripsi Penghargaan: kategori pilar ekonomi untuk program Enduro Entrepreneurship Program (EEP), kategori pilar sosial untuk Program Enduro Home Service (EHS), kategori pilar lingkungan untuk program Bank Sampah, serta penghargaan *Committed Leader to TJSL Initiative on Involving Community in Waste Management*.

Pemberi Penghargaan: BUMN Track dan didukung Indonesia Shared Value Institute (ISVI).

Acara/Kegiatan: TJSL & CSR Award 2022

Tanggal Diberikan: 11 Agustus 2022

Award Description: economic pillar category for Enduro Entrepreneurship Program (EEP), social pillar category for Enduro Home Service (EHS) Program, environmental pillar category for Waste Bank program, as well as Committed Leader award to TJSL Initiative on Involving Community in Waste Management.

Honoree: SOE Track and supported by Indonesia Shared Value Institute (ISVI).

Events/Activities: TJSL & CSR Award 2022

Date Granted: August 11, 2022

Human Capital on Resilience Excellence Award 2022

Deskripsi Penghargaan: kategori *The Best HR Support on Business Transformation*, kategori *The Best Human Capital Based on Technology*, dan kategori *The Best Leadership Development*.

Pemberi Penghargaan: First Indonesia Magazine

Acara/Kegiatan: Human Capital on Resilience Excellence Award 2022

Tanggal Diberikan: 29 Juli 2022

Award Description: The Best HR Support on Business Transformation category, The Best Human Capital Based on Technology category, and The Best Leadership Development category.

Honoree: First Indonesia Magazine

Events/Activities: Human Capital on Resilience Excellence Award 2022

Date Granted: July 29, 2022

ICSB Presidential Award 2022

Deskripsi Penghargaan: ICSB Presidential Award 2022

Pemberi Penghargaan: Indonesia Council for Small Business (ICSB)

Acara/Kegiatan: ICSB Presidential Award 2022

Tanggal Diberikan: 25 Mei 2022

Award Description: ICSB Presidential Award 2022

Honoree: Indonesia Council for Small Business (ICSB)

Events/Activities: ICSB Presidential Award 2022

Date Granted: May 25, 2022

PROPER BIRU DAN HIJAU

Deskripsi Penghargaan: Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup (PROPER).

Pemberi Penghargaan: Kementerian Lingkungan Hidup

Acara/Kegiatan: PROPER

Tanggal Diberikan: 1 April 2022

Award Description: Corporate Performance Rating Program in Environmental Management (PROPER).

Award Giver: Ministry of Environment

Events/Activities: PROPER

Date Granted: April 1, 2022

Sertifikasi yang Masih Berlaku di Tahun 2022 Valid Certifications in 2022



ISO 9001:2015 Sistem Manajemen Mutu PT SGS Indonesia

19 September 2019 - 19 September 2022

Quality management system
PT SGS Indonesia
September 19, 2019 - September 19, 2022



ISO 14001:2015 Sistem Manajemen Lingkungan PT SGS Indonesia

11 September 2019 - 11 September 2022

Environmental Management
System PT SGS Indonesia
September 11, 2019 - September 11, 2022



ISO 45001:2018 Sistem Manajemen K3 PT SGS Indonesia

15 Oktober 2019 - 15 Oktober 2022

OHS Management System
PT SGS Indonesia
October 15, 2019 - October 15, 2022



SNI ISO/IEC 17025:2017 Sistem Manajemen Mutu Laboratorium Komite Akreditasi Nasional (KAN)

27 Juni 2019 - 26 Juni 2024

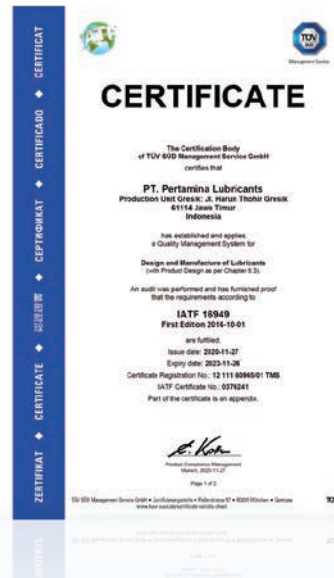
Laboratory Quality Management System
National Accreditation Committee (KAN)
June 27, 2019 - June 26, 2024



ISO 50001:2011 Sistem Manajemen Energi NQA Indonesia

27 November 2018 - 27 November 2021

Energy Management System NQA Indonesia
November 27, 2018 - November 27, 2021



IATF 16949:2016 TUV SUD PSB Indonesia

27 November 2020 - 26 November 2023

TUV SUD PSB Indonesia November

27, 2020 - November 26, 2023



ISO 55001:2014

Sistem Manajemen Energi ACS Indonesia

27 Januari 2020 - 26 Januari 2021

Energy Management System ACS Indonesia
January 27, 2020 until January 26, 2021



ISO 37001:2016

Sistem Manajemen Anti
Penyuapan NQA Indonesia

21 Juli 2021 - 21 Juli 2022

Anti-Bribery Management
System NQA Indonesia
July 21, 2021 - July 21, 2022



ISO 26000:2010

Panduan Sistem Manajemen Tanggung
Jawab Sosial Perusahaan NQA Indonesia

9 September 2019 - 9 September 2022

Guidance on Corporate Social
Responsibility Management System
NQA Indonesia
September 9, 2019 until
September 9, 2022

KILAS PERISTIWA

Event Highlights

Januari | January

Filling pelumas di Fujairah, United Arab Emirates (UAE). Setelah sempat terhenti di tahun 2016, Pertamina Lubricants kini sukses menyuplai 6 (enam) jenis pelumas ke PIS Vessel MT Pertamina Pride dan MT Gamsunoro.

Filling lubricants in Fujairah, United Arab Emirates (UAE). After having stopped in 2016, Pertamina Lubricants is now successfully supplying 6 (six) types of lubricants to PIS Vessel MT Pertamina Pride and MT Gamsunoro.

7 Maret | March 7

Penandatanganan kontrak kerja sama pengadaan pelumas Pertamina oleh Perusahaan dan PT PLN (Persero).

Signing of cooperation contract for the procurement of Pertamina lubricants by the Company and PT PLN (Persero).

12 Maret | March 12

Pertamina Lubricants meresmikan Bengkel Enduro Sahabat Lapas di Lapas II B Sleman (Cebongan) Jawa Tengah.

Pertamina Lubricants inaugurated the Sahabat Lapas Enduro Workshop at Correctional Institution II B Sleman (Cebongan) Central Java.

15 Maret | March 15

Groundbreaking pabrik katalis Merah Putih, PT Katalis Sinergi Indonesia di Kawasan Industri Kujang Cikampek, Jawa Barat.

Groundbreaking of Merah Putih catalyst factory, PT Katalis Sinergi Indonesia in Kujang Cikampek Industrial Area, West Java.

28 Maret | March 28

Penyelenggaraan *National Distributor Conference* (NDC) 2022 - “Moving Forward Together”

National Distributor Conference (NDC) 2022 - “Moving Forward Together”

1 April | April 1

Production Unit Gresik (PUG) menerima sertifikat penghargaan PROPER Hijau Industri.

Gresik Production Unit (PUG) received a Green Industry PROPER award certificate.

9 April | April 9

Pengisian perdana (*first filling*) MaxCool WS 01 EP di PT Toyota Manufacturing Indonesia.

MaxCool WS 01 EP first filling at PT Toyota Manufacturing Indonesia.

20 April | April 20

Peluncuran program “Bangkitkan Harapan Bersama Fastron dan Enduro” dan “Lesehan Enduro” di jalur mudik tahun 2022.

The launch of “Arouse Hope with Fastron and Enduro” and “Lesehan Enduro” programs on the homecoming route in 2022.

22 April | April 22

Dukungan Pertamina Lubricants dalam ajang Fastron Enduro Street Race Polda Metro Jaya bersinergi dengan Ikatan Motor Indonesia (IMI).

Pertamina Lubricants supported the Fastron Enduro Street Race event, Polda Metro Jaya by synergizing with the Indonesian Motor Association (IMI).

9 Juni | June 9

Pertamina Lubricants mendukung acara Vespa *Drag Slow* dan *Touring* komunitas skuter di Peninsula Island, Nusa Dua, Bali.

Pertamina Lubricants supported Vespa Drag Slow and Touring events for the scooter community on Peninsula Island, Nusa Dua, Bali.

11 Juni | June 11

First filling pelumas industri NG Lube 40 untuk gas engine Wartsila W18V50DF Unit No.8 di Bali Power Generation Unit milik PT Indonesia Power

First filling of industrial lubricant NG Lube 40 for gas engine Wartsila W18V50DF Unit No.8 at Bali Power Generation Unit owned by PT Indonesia Power

23 Juli | July 23

First filling pelumas industri mesin turbin Turbolube 32 dalam proyek Hyundai Engineering Co., Ltd. di PLTU Asam-Asam pada unit 5 & 6 2X100 MW.

First filling of Turbolube 32 turbine engine industrial lubricant in Hyundai Engineering Co., Ltd. project in PLTU Asam-Asam in units 5 & 6 2X100 MW.

6 September | September 6

Peluncuran Enduro Home Service (EHS) di SMKN 3 Salatiga, Jawa Tengah

Launching of Enduro Home Service (EHS) at SMKN 3 Salatiga, Central Java

8 September | September 8

Peresmian program Pertamina Sahabat Nelayan di Dusun Kawa, Kabupaten Seram Bagian Barat, Provinsi Maluku.

Inauguration of Pertamina Sahabat Nelayan program in Kawa Village, West Seram Regency, Maluku Province.

13 Juni | June 13

First filling produk STEELO B 100 sebanyak 200 drum di PT Delcoprima Pacific.

First filling of 200 drums of STEELO B 100 product at PT Delcoprima Pacific.

4 Agustus | August 4

Production Unit Cilacap (PUC), PT Pertamina Patra niaga MOR 4 JBT, dan PT Kilang Pertamina International Unit Pengolahan Cilacap melakukan penandatanganan *Memorandum of Understanding* (MoU)/ Perjanjian Kerja Sama (PKS) Penanggulangan Keadaan Darurat Area Jawa Tengah.

Cilacap Production Unit (PUC), PT Pertamina Patra niaga MOR 4 JBT, and PT Kilang Pertamina International Cilacap Processing Unit signed a Memorandum of Understanding for Emergency Management in Central Java Area.

23 September | September 23

First initial supply pelumas dan gemuk sebanyak 52 drum untuk keperluan *Lubricants Package* pada *Inside Battery Limit* (ISBL) dan *Outside Battery Limit* (OSBL) dari *Refinery Development Master Plan Project* (RDMP) RU-V Balikpapan.

First initial supply of 52 drums of lubricant and grease for the needs of Lubricants Package for Inside Battery Limit (ISBL) and Outside Battery Limit (OSBL) from the Refinery Development Master Plan Project (RDMP) RU-V Balikpapan.

8 Juli | July 8

Peluncuran aplikasi POWER (Pertamina Owner and Mechanic Reward) dengan fitur terbaru yakni fitur layanan BRI CBM (*Corporate Billing Management*) untuk outlet (bengkel) Pertamina.

Launching of POWER (Pertamina Owner and Mechanic Reward) application with the latest feature, namely BRI CBM (Corporate Billing Management) service feature for Pertamina outlets (workshops).

Peluncuran Program Enduro Home Service (EHS) di Tuban

Launching of Enduro Home Service (EHS) Program in Tuban

Oktober | October

First initial supply pelumas dan gemuk untuk PT Nunukan Bara Sentosa Satu (NBSS) di Site Sebakis, Nunukan, Kalimantan Utara.

First initial supply of lubricants and grease for PT Nunukan Bara Sentosa Satu (NBSS) at Sebakis Site, Nunukan, North Kalimantan.

10 November | November 10

Peresmian Bengkel Nelayan Desa Kurau di Desa Kurau, Kec. Koba, Kab. Bangka Tengah, Kepulauan Bangka Belitung

Inauguration of Kurau Village Fisherman Workshop in Kurau Village, Koba District, Bangka Tengah Regency, Bangka Belitung Islands

22 November | November 22

Peluncuran Bengkel Nelayan Mesran Marine di Koperasi Pelabuhan Muncar, Banyuwangi

Launching of Mesran Marine Fisherman's Workshop at Muncar Port Cooperative, Banyuwangi

7 Oktober | October 7

Perusahaan menggandeng Elnusa Petrofin untuk memperkuat distribusi pelumas.

the Company cooperates with Elnusa Petrofin to strengthen the distribution of lubricants.

11 November | November 11

Peluncuran Program Enduro Home Services (EHS) di SMK Harapan Mulya Kendal

Launching of Enduro Home Services (EHS) Program at Harapan Mulya Kendal Vocational School

Penandatanganan Nota Kesepahaman
dan Penggunaan Produk Dalam Negeri
di Sektor Ketenagalistrikan



23 November | November 23

Penandatanganan Memorandum of Understanding (MoU) dengan PLN terkait kerja sama pengembangan dan penggunaan produk minyak pelumas dan transformer oil

Signing of Memorandum of Understanding (MoU) with PLN regarding cooperation in the development and use of lubricating oil and transformer oil products

18 Oktober | October 18

Peluncuran program Enduro Sahabat Santri (ESS) di Pondok Pesantren Annuqayah, Guluk Guluk Sumenep, Madura.

Launching of Enduro Sahabat Santri (ESS) program at Annuqayah Islamic Boarding School, Guluk Guluk Sumenep, Madura.

12 November | November 12

Peluncuran program Enduro Sahabat Santri (ESS) di Pondok Pesantren Al-Kautsar Jombang, Jawa Timur

Launching of Enduro Sahabat Santri (ESS) program at Al-Kautsar Islamic Boarding School, Jombang, East Java

30 November | November 30

Perusahaan meraih predikat Emas di ajang SNI Awards 2022

The Company won the Gold title at the 2022 SNI Awards

4 Desember | December 4

Peluncuran produk Pertamina Enviro 2T Kemasan Baru.

Launching of New Packaging of Pertamina Enviro 2T product.



7 Desember | December 7

Peluncuran produk Pertamina Spreeze, pelumas anti-kata serbaguna.

Launching of Pertamina Spreeze product, a multipurpose anti-word lubricant.

22 Desember | December 22

Pertamina Lubricants bersama *Subholding Commercial & Trading* (C&T) PT Pertamina Patra Niaga (PT PPN) melakukan pendampingan kunjungan yang dilakukan oleh Komisaris Utama PT Pertamina (Persero), Basuki Tjahaja Purnama ke Pertamina Lubricants (Thailand) Co.,Ltd (PLT)

Pertamina Lubricants together with Subholding Commercial & Trading (C&T) PT Pertamina Patra Niaga (PT PPN) accompanied a visit by the President Commissioner of PT Pertamina (Persero), Basuki Tjahaja Purnama to Pertamina Lubricants(Thailand) Co., Ltd (PLT)



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LAPORAN MANAJEMEN

Management Report

LAPORAN DEWAN KOMISARIS

Board of Commissioners Report

PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Sebagai bagian dari *Holding* BUMN Migas di bawah PT Pertamina (Persero), Pertamina Lubricants berkomitmen untuk mengambil bagian dalam proses pemulihan ekonomi, khususnya pasca pandemi *Coronavirus Disease* 2019 (COVID-19) yang memberikan dampak luar biasa terhadap seluruh sendi kehidupan serta perekonomian. Untuk itu, izinkan saya mewakili jajaran Dewan Komisaris menyampaikan Laporan Tahunan Perusahaan Tahun Buku 2022, terutama dari sudut pandang Dewan Komisaris dalam menjalankan fungsi pengawasannya.

Perlambatan Ekonomi Global dan Pertumbuhan Ekonomi Indonesia yang Tangguh

Perekonomian dunia di tahun 2022 diwarnai oleh ketimpangan pemulihan ekonomi di berbagai negara dan kawasan. International Monetary Fund (IMF) dalam *World Economic Outlook* (WEO) Oktober 2022 memproyeksikan pertumbuhan global akan melambat tajam hingga 3,2% di tahun 2022, jauh merosot dibandingkan tahun 2021 dengan tingkat pertumbuhan ekonomi sebesar 6%.

Kejatuhan perekonomian global terutama dipicu oleh pemulihan ekonomi yang tidak merata di berbagai negara, yang kemudian menciptakan ketidakseimbangan antara permintaan dan penawaran pasokan global. Hal ini kemudian menyebabkan gangguan mata rantai pasokan global, yang pada akhirnya berakibat pada kenaikan harga komoditas pangan dan energi hingga menyebabkan kenaikan inflasi. Kondisi ini diperparah dengan konflik Rusia dan Ukraina yang berdampak langsung terhadap krisis energi di berbagai belahan Eropa. Tak hanya itu, sebagai negara dengan kontribusi pemasok komoditas pangan besar di dunia, konflik Rusia dan Ukraina juga menyebabkan kenaikan komoditas pangan yang kemudian menambah persoalan pada inflasi. Inflasi dunia diperkirakan meningkat dari 5,7% pada tahun 2021 menjadi 9,1% pada tahun 2022. Hal ini kemudian direspon oleh sejumlah bank sentral terutama di negara maju yang melakukan pengetatan kebijakan moneter, terutama dengan meningkatkan suku bunga acuan.

DEAR SHAREHOLDERS AND STAKEHOLDERS,

As a part of SOE Oil and Gas Holding under PT Pertamina (Persero), Pertamina Lubricants is committed to taking part in economic recovery process, especially after Coronavirus Disease 2019 (COVID-19) pandemic, which has had an extraordinary impact on all aspects of life and economy. For this reason, allow me to represent the Board of Commissioners in presenting the Company's Annual Report for 2022 Fiscal Year, especially from the perspective of Board of Commissioners in carrying out its supervisory function.

Global Economic Slowdown and Indonesia's Resilient Economic Growth

The world economy in 2022 was marked by imbalances in economic recovery in various countries and regions. The International Monetary Fund (IMF) in October 2022 World Economic Outlook (WEO) projected that global growth will slow down sharply to 3.2% in 2022, far down compared to 2021 with an economic growth rate of 6%.

The global economic downturn was mainly triggered by uneven economic recovery in various countries, which then created an imbalance between global supply and demand. This then led to disruption in the global supply chain, which in turn resulted in an increase in the price of food and energy commodities and led to increased inflation. This condition was exacerbated by the conflict between Russia and Ukraine that directly caused energy crisis in various parts of Europe. Not only that, as a country with large contribution of food commodity suppliers in the world, the conflict between Russia and Ukraine also caused an increase in food commodities which then added to the problem of inflation. World inflation is expected to increase from 5.7% in 2021 to 9.1% in 2022. A number of central banks, especially in developed countries, have responded to this by tightening monetary policy, especially by increasing the benchmark interest rate.

Persaingan pasar merupakan tantangan yang menjadikan Pertamina Lubricants terus berbenah dan mampu memberikan nilai tambah secara berkelanjutan.

Market competition is a challenge that makes Pertamina Lubricants continue to improve and be able to provide added value in a sustainable manner.



Inflasi yang tinggi dan kenaikan suku bunga khususnya dari negara maju berdampak langsung terhadap penempatan dana asing di berbagai negara berkembang khususnya menuju pasar Amerika Serikat (AS). Hal ini kemudian berimbas pada penguatan mata uang Dolar AS terhadap berbagai mata uang lain. “Cash is the King”, demikian Bank Indonesia menyebut penguatan mata uang Dolar AS ini, menjadikan tahun 2022 sebagai tahun dengan risiko yang tinggi atas nilai tukar maupun valuasi aset keuangan yang didasarkan pada Dolar AS.

Meskipun demikian, Indonesia mampu menjadi salah satu dari negara dengan prospek perkembangan perekonomian yang kuat. Di sepanjang tahun 2022, perekonomian Indonesia tumbuh cukup tangguh seiring dengan menurunnya restriksi aktivitas sosial dan bisnis pasca meredanya pandemi COVID-19. Mengutip data Badan Pusat Statistik (BPS), pertumbuhan ekonomi di tahun 2022 mencapai 5,31%, jauh lebih tinggi dari tahun 2021 yang sebesar 3,70%.

Berbagai kebijakan penanganan pandemi COVID-19 yang tepat sasaran, stabilitas politik yang terjaga dengan cukup baik, neraca pembayaran yang sehat, serta pertumbuhan ekspor di tengah tekanan situasi, menjadi landasan yang cukup baik bagi Indonesia untuk menjaga perekonomiannya tetap tumbuh tangguh khususnya di tengah tekanan perekonomian global yang melanda.

Menariknya, di tahun 2022 Indonesia mampu memberikan pernyataan yang kuat terkait ekosistem energi saat penyelenggaraan G20 di Bali. Salah satu poin penting dari deklarasi G20 adalah dokumen *Bali Compact*, *Bali Energy Transition Roadmap*, dan *The 2022 G20 Sustainable Finance Report* sebagai solusi alternatif untuk menyelesaikan masalah krisis energi. G20 juga mendorong kebijakan untuk transisi energi melalui insentif pembiayaan dan investasi.

Pelaksanaan Fungsi Pengawasan Dewan Komisaris

Sesuai Undang-undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas, badan usaha berbentuk Perseroan Terbatas (PT) wajib memiliki 3 (tiga) organ utama, yaitu Rapat Umum Pemegang Saham (RUPS) sebagai forum bagi pemegang saham; Direksi yang bertugas menjalankan pengurusan PT; dan Dewan Komisaris yang berfungsi melakukan pengawasan terhadap jalannya pengurusan PT yang dilakukan Direksi.

Hubungan antara fungsi pengurusan oleh Direksi dan fungsi pengawasan oleh Dewan Komisaris harus berjalan secara sinergis. Dalam tatanan organisasi yang berlaku di lingkup Perusahaan, hubungan sinergis ini terbangun baik secara formal maupun informal. Secara formal, Dewan Komisaris memiliki forum rapat gabungan dengan mengundang Direksi untuk melakukan fungsi pengawasan atas pengurusan Perusahaan yang dilakukan Direksi.

High inflation and rising interest rate, especially from developed countries, have had a direct impact on the placement of foreign funds in a number of developing countries, especially towards the United States (US) market. This then had an impact on the strengthening of US Dollar against various other currencies. “Cash is the King”, as Bank Indonesia calls the strengthening of US Dollar, making 2022 a year with high risk of exchange rate and valuation of financial assets based on the US Dollar.

Nonetheless, Indonesia was capable of becoming one of the countries with strong economic development outlook. Throughout 2022, Indonesia's economy grew resiliently in line with reduced restrictions on social and business activities after the easing of COVID-19 pandemic. Quoting data from the Central Statistics Agency (BPS), economic growth in 2022 reached 5.31%, much higher than 2021 which was 3.70%.

A number of policies for handling the COVID-19 pandemic that are right on target, political stability that is maintained quite well, a healthy balance of payments, and export growth amidst the pressure of the situation, served as a solid groundwork for Indonesia to keep its economy growing, especially in the midst of global economic pressures.

Interestingly, in 2022 Indonesia was able to make a strong statement regarding the energy ecosystem during the G20 in Bali. One of important points of the G20 declaration was Bali Compact document, Bali Energy Transition Roadmap, and the 2022 G20 Sustainable Finance Report as an alternative solution to solving the energy crisis problem. The G20 also promoted policies to energy transition through financing incentives and investments.

Implementation of Supervisory Function of Board of Commissioners

In accordance with Law No. 40 of 2007 concerning Limited Liability Companies, a business entity in the form of Limited Liability Company (PT) is required to have 3 (three) main organs, namely General Meeting Shareholders as a forum for Shareholders, Board of Directors who is in charge of carrying out the management of PT; and Board of Commissioners whose function is to supervise the course of PT management carried out by Board of Directors.

The relationship between management function by Board of Directors and supervisory function by Board of Commissioners must work synergistically. In organizational structure that applies within the scope of the Company, this synergistic relationship is built both formally and informally. Formally, Board of Commissioners has joint meeting forum by inviting Board of Directors to carry out oversight function of the Company's management by the Board of Directors.

Di sepanjang tahun 2022, Dewan Komisaris telah melaksanakan 23 kali Rapat meliputi Rapat Internal Dewan Komisaris, Rapat Dewan Komisaris dan Komite, serta Rapat Gabungan dengan mengundang Direksi dan Komite. Dalam rapat-rapat tersebut, dibahas beberapa hal yang membutuhkan perhatian Dewan Komisaris, baik laporan kinerja rutin bulanan, perkembangan *Good Corporate Governance* (GCG) terutama pada aspek manajemen risiko dan pengendalian internal, maupun hal-hal khusus lainnya.

Fungsi pengawasan yang dijalankan Dewan Komisaris merupakan bagian dari aspirasi dan amanat pemegang saham. Baik secara langsung maupun tidak langsung, Dewan Komisaris menjadi representasi atas kepentingan pemegang saham untuk mengawasi pengurusan Perusahaan yang dilakukan oleh Direksi. Kompetensi anggota Dewan Komisaris memungkinkan untuk memberikan masukan kepada Direksi terkait arah dan strategi pengurusan Perusahaan; tentunya dengan batas-batas hak, wewenang dan kewajiban yang dimiliki Dewan Komisaris dan Direksi.

Melalui upaya pengembangan hubungan sinergis berlandaskan tatanan organisasi yang dapat dipertanggungjawabkan, Dewan Komisaris berharap fungsi pengawasan dapat berjalan secara efektif dan menyeluruh, yang pada akhirnya akan memberikan dampak positif terhadap kinerja Perusahaan.

Di samping rapat-rapat sebagaimana telah dijelaskan di atas, fungsi pengawasan juga dilakukan Dewan Komisaris melalui kunjungan ke Unit Kerja ataupun Region, untuk mendapatkan perspektif langsung dari lapangan. Di sepanjang tahun 2022, Dewan Komisaris melakukan 5 (lima) kali kunjungan kerja ke Balikpapan, Banjarmasin, Jakarta, Surabaya, dan Gresik, di mana hasil kunjungan kerja ini menjadi bahan bagi pengawasan atas pelaksanaan pengelolaan Perusahaan yang dilakukan oleh Direksi.

Penilaian Kinerja Direksi dan Dasar Penilaiannya

Sebagai representasi dari kepentingan pemegang saham, Dewan Komisaris memantau proses dan hasil penilaian kinerja Direksi. Penilaian kinerja Direksi tahun 2022 ditetapkan oleh pemegang saham melalui Keputusan Pemegang Saham Secara Sirkuler tanggal 27 Oktober 2022 tentang Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022, di mana telah ditetapkan *Key Performance Indicator* (KPI)/Kesepakatan Kinerja Perusahaan tahun 2022. KPI tersebut menjadi dasar penilaian keberhasilan Direksi dalam menjalankan roda organisasi dan usaha Perusahaan.

Throughout 2022, The Board of Commissioners held 23 meetings, including Internal Meetings of the Board of Commissioners, Meetings of the Board of Commissioners and Committees, and Joint Meetings inviting the Board of Directors and Committees. In these meetings, several matters that required the attention of Board of Commissioners were discussed, both monthly routine performance reports, developments in Good Corporate Governance (GCG), especially in the aspects of risk management and internal control, as well as other specific matters.

The supervisory function carried out by Board of Commissioners is part of shareholders' aspirations and mandates. Whether directly or indirectly, Board of Commissioners represents the interests of shareholders in overseeing the management of the Company by Board of Directors. The competencies of Board of Commissioners' members enable them to provide input to the Board of Directors regarding the direction and management strategies of the Company, of course within the limits of rights, authorities, and obligations held by the Board of Commissioners and Board of Directors.

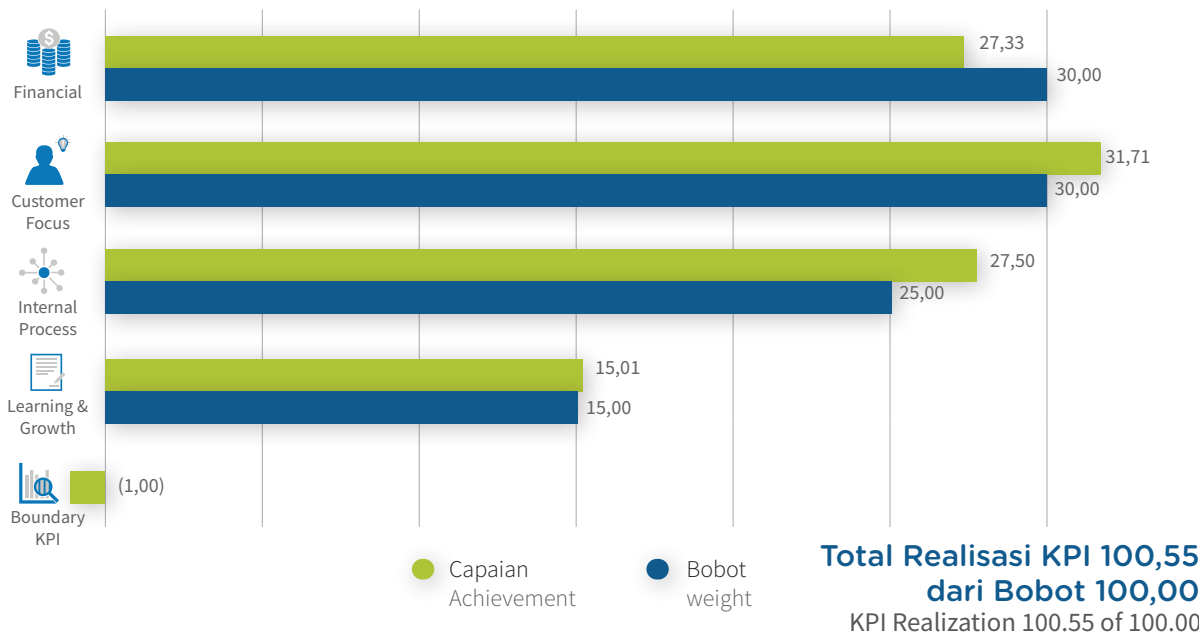
Through the efforts made to develop synergistic relationships based on an accountable organizational structure, Board of Commissioners hopes that the supervisory function can be carried out effectively and comprehensively, which ultimately will have a positive impact on the Company's performance.

In addition to the meetings as described above, the supervisory function is also carried out by the Board of Commissioners through visits to Work Units or Regions, to get a direct perspective from the field. Throughout 2022, Board of Commissioners conducted 5 (five) working visits to Balikpapan, Banjarmasin, Jakarta, Surabaya, dan Gresik, where the results of these working visits serve as materials to oversee the Company's management carried out by the Board of Directors.

Board of Directors Performance Assessment and Basis for Assessment

As a representation of shareholders' interests, Board of Commissioners monitors the process and results of Board of Directors' performance evaluation. Board of Directors' performance evaluation for 2022 was determined by the shareholders through a Circular Resolution dated October 27, 2022, regarding the 2022 Company's Work Plan and Budget (RKAP), in which Key Performance Indicators (KPIs)/Company Performance Agreements in 2022 were established. These KPIs serve as the basis for evaluating the Board of Directors' success in carrying out the organization and business operations of the Company.

Realisasi Penilaian Kinerja Direksi Realization of Board of Directors Performance Assessment



Realisasi KPI Direksi tahun 2022 secara keseluruhan mencapai 100,55 atau melebihi dari bobot 100,00 yang ditetapkan oleh pemegang saham. Seperti yang terlihat pada bagan di atas, hampir seluruh aspek KPI dapat dilampaui oleh Direksi. Hanya aspek *Financial* yang mencatat pencapaian di bawah KPI, di mana aspek keuangan menjadi catatan penting dari keseluruhan perjalanan Pertamina Lubricants di sepanjang tahun 2022. Selain itu, pada *Boundary KPI* terdapat *Number of Accident* (NoA) yang menjadi faktor pengurang atas KPI Direksi. Sebagai bagian dari Pertamina Group, NoA merupakan aspek penting khususnya dalam pengelolaan risiko operasional.

Selain itu, Perusahaan memiliki pengukuran Tingkat Kesehatan Perusahaan yang memberikan perangkat dan metode untuk mengukur aspek keuangan, pertumbuhan, operasi, dan administrasi. Hasil evaluasi atas Tingkat Kesehatan Perusahaan tahun 2022 tergolong dalam kondisi “SEHAT” kategori “AA” dengan skor 89,5, meningkat dibandingkan tahun 2021 yang mencatat pencapaian “82,0”.

Atas pencapaian tersebut, Dewan Komisaris menyampaikan apresiasinya kepada Direksi dan seluruh karyawan Perusahaan. Adanya beberapa catatan dalam realisasi KPI menjadi titik evaluasi bagi peningkatan pengelolaan Perusahaan di masa-masa mendatang.

Penerapan Tata Kelola Perusahaan dan Pengawasan Penerapan GCG oleh Dewan Komisaris

Penerapan prinsip Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG) merupakan bagian yang tak terpisahkan dari perkembangan organisasi Perusahaan

Overall realization of Board of Directors' KPIs in 2022 reached 100.55, exceeding the weight of 100.00 set by the shareholders. As seen in chart above, almost all aspects of the KPIs were surpassed by Board of Directors. Only Financial aspect recorded achievement below KPI, where financial aspect is an important note in overall journey of Pertamina Lubricants throughout 2022. Additionally, in the Boundary KPI, Number of Accidents (NoA) serves as a reducing factor for Board of Directors' KPI. As part of Pertamina Group, NoA is an important aspect, particularly in operational risk management.

In addition, the Company has the Corporate Soundness Level measurement as a tool and method for measuring financial, growth, operations and administrative aspects. The results of the Company's Soundness Level evaluation in 2022 were classified as “HEALTHY” in “AA” category with a score of 89.5, an increase compared to 2021 which recorded an achievement of “82.0”.

Board of Commissioners highly appreciates the Board of Directors and all employees of the Company for such achievement. Several notes in the KPIs realization becomes an evaluation point for improving the Company's Management in the future.

Implementation of Corporate Governance and Supervision of GCG Implementation by Board of Commissioners

The implementation of Good Corporate Governance (GCG) principles is an integral part of the development of the Company's organization as a whole. This principle is based

secara keseluruhan. Prinsip ini dilandasi pada kepatuhan terhadap peraturan dan perundang-undangan yang berlaku, serta etika bisnis yang dikembangkan Perusahaan sebagai bagian dari pembentukan iklim usaha yang berkelanjutan. Terutama dengan status sebagai bagian dari *Holding* BUMN Migas, penerapan GCG di lingkup Perusahaan memiliki standard tinggi yang harus dipenuhi oleh seluruh Insan Pertamina Lubricants.

Seluruh perangkat atau organ utama GCG telah berjalan dengan baik, yaitu RUPS, Dewan Komisaris dan Direksi. Dewan Komisaris menjalankan tugas dan fungsinya dalam hal pengawasan atas pengelolaan operasional dan usaha yang dilakukan Direksi. Konsep hubungan antara Dewan Komisaris dan Direksi dilakukan dalam perspektif kemitraan yang strategis.

Dewan Komisaris memandang, penerapan GCG di lingkup Perusahaan telah berjalan sesuai dengan ketentuan yang ada, serta harapan pemegang saham dan seluruh pemangku kepentingan. Pengelolaan risiko, sistem pengendalian internal, hingga audit internal, telah dijalankan dengan tujuan menciptakan proses bisnis yang akuntabel. Perusahaan juga menerapkan proses audit independen oleh akuntan publik atas laporan keuangan. Agar independensi akuntan publik terjaga, mekanisme penunjukan akuntan publik dilakukan hingga level persetujuan pemegang saham dalam RUPS, sebagaimana diatur dalam Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Mekanisme ini diharapkan dapat menciptakan proses audit yang lepas dari benturan kepentingan. Laporan keuangan teraudit yang telah disertai opini dari akuntan publik akan menjadi laporan dasar yang dapat mencerminkan kinerja Perusahaan yang telah disesuaikan dengan standard pelaporan keuangan yang berlaku di Indonesia.

Dewan Komisaris juga memberikan apresiasi atas kepatuhan Perusahaan dalam menjalankan penilaian penerapan GCG secara periodik tahunan, sesuai Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Hasil *assessment* penerapan GCG di tahun 2022 menunjukkan skor 90,84 kategori "Sangat Baik", meningkat dari hasil *assessment* tahun 2021 dengan hasil 89,87 juga dengan kategori "Sangat Baik". Peningkatan ini menunjukkan perbaikan berkelanjutan dari waktu ke waktu akan penerapan GCG di lingkup Perusahaan.

Melalui penerapan prinsip GCG dan fungsi pengawasan yang dijalankan, Dewan Komisaris berharap untuk dapat menciptakan keseimbangan dalam pengelolaan Perusahaan secara keseluruhan, sesuai prinsip korporasi yang dijalankan di Indonesia.

on compliance with applicable laws and regulations, as well as business ethics developed by the Company as part of establishing a sustainable business climate. Especially with the status as part of SOE Oil and Gas Holding, GCG implementation in the Company has high standards that must be met by all Pertamina Lubricants people.

The entire GCG main organs have been running properly, namely the GMS, Board of Commissioners and Board of Directors. Board of Commissioners carries out its duties and functions in terms of supervising operational and business management of Board of Directors. The concept of relationship between Board of Commissioners and Board of Directors is carried out in a strategic partnership perspective.

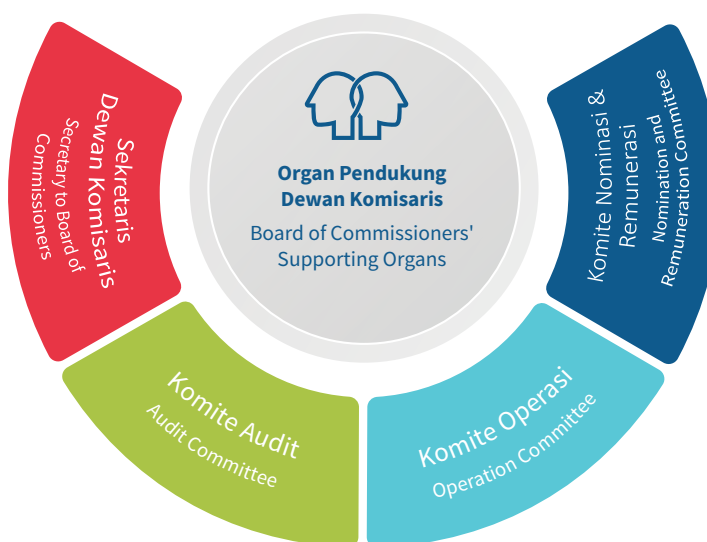
In the view of Board of Commissioners, in the Company, GCG has been implemented in accordance with existing regulations, as well as the expectations of shareholders and all stakeholders. Risk management, internal control systems, and internal audits have been performed with the aim of creating accountable business processes. The Company also applies an independent audit process by public accountant for the financial statements. In order to maintain the independence of public accountants, mechanism for appointing public accountants is carried out up to the level of shareholder approval at the GMS, as stipulated in Law No. 40 of 2007 concerning Limited Liability Companies. This mechanism is expected to create an audit process that is free from conflicts of interest. Audited financial statements accompanied by the opinion of public accountant will become a basic report that can reflect the Company's performance that has been adjusted to applicable financial reporting standards in Indonesia.

Board of Commissioners also appreciates the Company's compliance in carrying out periodic annual GCG assessment, according to the Decree of Secretary of the Ministry of SOE No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOE. GCG assessment in 2022 showed a score of 90.84 in "Very Good" category, an increase from the 2021 assessment with a result of 89.87 also in "Very Good" category. This increase shows continuous improvement from time to time in GCG implementation within the Company.

Through the implementation of GCG principles and the oversight function carried out, Board of Commissioners hopes to be able to create a balance in the Company's management as a whole, according to corporate principles applied in Indonesia.

Penilaian atas Kinerja Organ Pendukung Dewan Komisaris

Dalam menjalankan fungsi pengawasannya, Dewan Komisaris dibantu oleh 4 (empat) organ pendukung, sebagaimana terlihat pada bagan di bawah ini.



Performance Assessment of Board of Commissioners' Supporting Organs

In carrying out its supervisory function, Board of Commissioners is assisted by 4 (four) supporting organs, as shown in the chart below.

Seluruh organ pendukung di atas memiliki peran penting bagi pelaksanaan fungsi pengawasan yang dijalankan oleh Dewan Komisaris. Penilaian kinerja terhadap organ pendukung dilakukan secara berkala:

- Penilaian kinerja Komite Audit dilakukan secara kualitatif dan kuantitatif, mencakup tingkat kehadiran Komite Audit dalam rapat dan keaktifan dalam rapat, serta pelaksanaan tugas dan tanggung jawab sebagaimana tertuang dalam Piagam Komite Audit serta rencana kerja yang telah disusun di awal tahun.

Sepanjang tahun 2022 Komite Audit telah melaksanakan dan menghadiri rapat sebanyak 50 kali, meliputi rapat Dewan Komisaris, Rapat Dewan Komisaris dengan Direksi dan/atau Manajemen, Audiensi dengan Pemegang Saham, Rapat Koordinasi Internal Audit Pertamina, Rapat Internal Komite Audit, Rapat dengan Internal Audit, dan Rapat dengan HSSE, serta menjalankan tugas-tugas lainnya.

- Penilaian kinerja Komite Operasi dilakukan secara kualitatif dan kuantitatif, mencakup tingkat kehadiran Komite Operasi dalam rapat dan keaktifan dalam rapat, serta pelaksanaan tugas dan tanggung jawab sebagaimana tertuang dalam Piagam Komite Operasi serta rencana kerja yang telah disusun di awal tahun.

All of supporting organs have an important role in the implementation of supervisory function carried out by Board of Commissioners. The performance of these supporting organs is evaluated periodically:

- Assessment of Audit Committee performance is carried out qualitative and quantitative, including the level of attendance of Audit Committee in meetings and activeness in meetings, as well as the implementation of duties and responsibilities as stated in the Audit Committee Charter and work plans that have been prepared at the beginning of year.

Throughout 2022, Audit Committee has conducted and attended 50 meetings, including Board of Commissioners meetings, Board of Commissioners meetings with Directors and/or Management, Audiences with Shareholders, Pertamina Internal Audit Coordination Meetings, Audit Committee Internal Meetings, Internal Audit meetings, and Meetings with HSSE, as well as carrying out other tasks.

- Assessment of Operation Committee performance is carried out qualitative and quantitative, including the level of attendance of Operation Committee in meetings and activeness in meetings, as well as implementation of duties and responsibilities as stated in the Operation Committee Charter and work plans that have been prepared at the beginning of year.

Sepanjang tahun 2022 Komite Operasi telah melaksanakan dan menghadiri rapat sebanyak 24 kali, meliputi rapat Dewan Komisaris, Rapat Dewan Komisaris dengan Direksi dan/atau Manajemen, Audiensi dengan Pemegang Saham, Rapat Internal Komite Operasi, Rapat Bulanan Komite Operasi dengan Tim Operasi (meliputi Produksi, Operasi, *General Affairs*, dan *Corporate Development*), serta menjalankan tugasnya.

- Penilaian kinerja Komite Nominasi & Remunerasi dilakukan secara kualitatif dan kuantitatif, mencakup tingkat kehadiran Komite Nominasi & Remunerasi dalam rapat dan keaktifan dalam rapat, serta pelaksanaan tugas dan tanggung jawab sebagaimana tertuang dalam Piagam Komite Nominasi & Remunerasi serta rencana kerja yang telah disusun di awal tahun.

Sepanjang tahun 2022 Komite Nominasi & Remunerasi telah melaksanakan dan menghadiri rapat sebanyak 6 kali, meliputi rapat Dewan Komisaris, Rapat Dewan Komisaris dengan Direksi dan/atau Manajemen, Audiensi dengan Pemegang Saham, dan menjalankan tugas lainnya.

Atas kinerja yang telah ditunjukkan seluruh organ pendukung, Dewan Komisaris menyampaikan terima kasih dan apresiasi yang setinggi-tingginya.

Pandangan atas Penerapan *Whistleblowing System* (WBS) Perusahaan dan Peran Dewan Komisaris dalam WBS Perusahaan

Perusahaan memiliki Sistem Pelaporan Pelanggaran, atau WBS, yang memungkinkan pemangku kepentingan baik internal maupun eksternal untuk dapat menyampaikan pengaduan terkait adanya pelanggaran yang dilakukan anggota Dewan Komisaris, Direksi atau karyawan Perusahaan. Sistem ini dikembangkan dan dikelola melalui 2 (dua) saluran, yaitu WBS yang dikelola mandiri oleh Pertamina Lubricants dengan pelaporan melalui surat yang ditujukan ke Tim Pengelola WBS Pertamina Lubricants; serta WBS melalui sistem dari Pertamina Group yang pengelolaan laporannya dilakukan Tim Internal Audit Fungsi *Investigation Audit*, WBS & *Fraud Prevention*) PT Pertamina (Persero).

Dalam WBS yang telah diterapkan di lingkup Perusahaan, Dewan Komisaris berperan sebagai pengawas atas laporan yang masuk, sekaligus sebagai pihak yang berwenang atas laporan masuk yang tereskalasi hingga ke Dewan Komisaris. Bila laporan yang masuk terdapat bukti yang kuat dan meyakinkan, diperlukan investigasi dari pihak eksternal yang independen untuk dapat memberikan perspektif yang bersih sebagai dasar bagi pemberian sanksi. Demikian pula jika pengaduan pelanggaran melibatkan anggota Dewan Komisaris, laporan yang diterima oleh Tim Internal Audit PT Pertamina (Persero) akan ditelaah untuk ditindaklanjuti jika memang diperlukan tindakan yang lebih jauh.

Throughout 2022, Operation Committee has conducted and attended 24 meetings, including Board of Commissioners meetings, Board of Commissioners meetings with Directors and/or Management, Audiences with Shareholders, Operations Committee Internal Meetings, Operations Committee Monthly Meetings with the Operations Team (covering Production, Operations, General Affairs, and Corporate Development), and carrying out other duties.

- Assessment of Nomination and Remuneration Committee performance is carried out qualitative and quantitative, including the level of attendance of Nomination and Remuneration Committee in meetings and activeness in meetings, as well as implementation of duties and responsibilities as stated in the Nomination and Remuneration Committee Charter and work plans that have been prepared at the beginning of year.

Throughout 2022, Nomination and Remuneration Committee has conducted and attended 6 meetings, including Board of Commissioners meetings, Board of Commissioners Meetings with Directors and/or Management, Audience with Shareholders, and perform other duties.

Board of Commissioners extends its highest gratitude and appreciation to all supporting organs for the performance demonstrated.

Views on the Implementation of the Company's *Whistleblowing System* (WBS) and the Role of Board of Commissioners in the Company's WBS

The Company has a Whistleblowing System, or WBS, which allows both internal and external stakeholders to submit complaints regarding violations committed by members of Board of Commissioners, Board of Directors or employees of the Company. This system is developed and managed through 2 (two) channels, namely WBS that is managed independently by Pertamina Lubricants by reporting via letter addressed to Pertamina Lubricants WBS Management Team; as well as WBS through Pertamina Group system whose reports are managed by Internal Audit Team for Investigation Audit Function, WBS & Fraud Prevention of PT Pertamina (Persero).

In the Company's WBS, Board of Commissioners acts as a supervisor for incoming reports, as well as the authorized party for incoming reports that are escalated up to Board of Commissioners. If there is strong and convincing evidence in the incoming report, an independent external party investigation is needed to provide a clean perspective as a basis for imposing sanctions. Similarly, if a complaint of misconduct involves a member of Board of Commissioners, the reports received by PT Pertamina (Persero)'s Internal Audit Team will be reviewed for further action if necessary.

Di sepanjang tahun 2022, Perusahaan tidak menemukan adanya pengaduan yang masuk melalui mekanisme dan saluran WBS yang ada. Dewan Komisaris mendorong Direksi untuk terus melakukan sosialisasi atas keberadaan WBS ini dalam rangka memperkuat penerapan prinsip GCG di lingkup Perusahaan.

Perubahan Susunan Dewan Komisaris

Atas dasar kebijakan penyegaran organisasi, di tahun 2022 Pemegang Saham memutuskan pergantian posisi Dewan Komisaris, dengan tetap mempertahankan susunan Dewan Komisaris yang diketuai oleh Komisaris Utama dan 3 (tiga) Anggota Komisaris. Berikut disampaikan kronologi perubahan jumlah dan susunan Dewan Komisaris, dan susunan Dewan Komisaris per 31 Desember 2022.

Throughout 2022, the Company did not find any complaints coming through the existing WBS mechanisms and channels. Board of Commissioners encourages Board of Directors to continue socializing the existence of WBS in order to strengthen the application of GCG principles within the Company.

Changes in the Composition of Board of Commissioners

Based on the organizational reform policy, in 2022, The Shareholders decided to change the position of the Board of Commissioners, while maintaining the composition of the Board of Commissioners chaired by the President Commissioner and 3 (three) Members of Commissioners. The following is a chronology of changes in the number and composition of Board of Commissioners, and the composition of Board of Commissioners as of December 31, 2022.

Kronologi Perubahan Susunan Dewan Komisaris di Sepanjang Tahun 2022
Chronology of Changes in the Composition of Board of Commissioners Throughout 2022

Periode 1 Januari s.d 30 September 2022 Period of January 1 to September 30, 2022	Periode 30 September s.d 31 Desember 2022 Period of September 30 to December 31, 2022	Keterangan Description
Dewi Yustisiana (Komisaris Utama) (President Commissioner)		Dewi Yustisiana tidak lagi menjabat Komisaris Utama sejak 30 September 2022 dengan alasan Penyegaran Organisasi. Dewi Yustisiana no longer served as President Commissioner since September 30, 2022 for Organizational refreshment reason.
Patuan Alfons Simanjuntak (Komisaris) (Commissioner)	Patuan Alfons Simanjuntak (Komisaris) (Commissioner)	-
Agustianto Batubara (Komisaris) (Commissioner)		Agustianto Batubara tidak lagi menjabat Komisaris sejak 30 September 2022 dengan alasan Penyegaran Organisasi. Agustianto Batubara no longer served as Commissioner since September 30, 2022 for Organizational refreshment reason.
Ananda Tohpati (Komisaris) (Commissioner)	Ananda Tohpati (Komisaris) (Commissioner)	-
	Budiarto Tedja (Komisaris Utama) (President Commissioner)	Budiarto Tedja menjabat Komisaris Utama sejak 30 September 2022. Budiarto Tedja started to serve as President Commissioner since September 30, 2022
	Wahyu Widodo (Komisaris) (Commissioner)	Wahyu Widodo menjabat Komisaris sejak 30 September 2022. Wahyu Widodo started to serve as Commissioner since September 30, 2022

Susunan Dewan Komisaris per 31 Desember 2022
Board of Commissioners Composition as of December 31, 2022

Jabatan Position	Nama Name	Masa Jabatan Term of Service
Komisaris Utama President Commissioner	Budiarto Tedja	30 September 2022 s.d 29 September 2025, Periode ke-1 September 30, 2022 to September 29, 2025. 1st Period
Komisaris Commissioner	Patuan Alfon Simanjuntak	31 Desember 2021 s.d 30 Desember 2024, Periode ke-2 December 31, 2022 to December 30, 2024. 2nd Period
Komisaris Commissioner	Ananda Tohpati	31 Agustus 2021 s.d 30 Agustus 2024, Periode ke-2 August 31, 2021 to August 30, 2024. 2nd Period
Komisaris Commissioner	Wahyu Widodo	30 September 2022 s.d 29 September 2025, Periode ke-1 September 30, 2022 to September 29, 2025. 1st Period

Tidak terdapat pergantian dan perubahan susunan Dewan Komisaris sejak 1 Januari 2023 hingga disahkannya laporan tahunan ini tertanggal 21 Juni 2023. Atas kepercayaan yang diberikan oleh Pemegang Saham, Dewan Komisaris menyampaikan terima kasih yang sebesar-besarnya.

There were no changes to the Board of Commissioners composition from January 1, 2023 until the ratification of this annual report on June 21, 2023. For the trust given by the Shareholders, Board of Commissioners would like to express a deepest gratitude.

Pandangan atas Proyeksi Tahun 2023

Tahun 2023 diprediksi akan menjadi tahun penuh tantangan yang muncul dari tekanan inflasi, perlambatan ekonomi, dan keberlanjutan konflik geopolitis. IMF dalam *World Economic Outlook* (WEO) Oktober 2022 memproyeksikan pertumbuhan global akan melambat tajam menjadi 2,7% di tahun 2023 berbanding dengan proyeksi tahun 2022 dengan proyeksi pertumbuhan ekonomi global sebesar 3,2%. Isu resesi perekonomian global menjadi gambaran besar atas kondisi perekonomian global, terutama masih ketatnya kebijakan moneter di sejumlah negara, konflik geopolitik yang masih berlanjut, tingkat suku bunga yang berlanjut dalam posisi yang cukup tinggi, inflasi yang masih tinggi akibat kenaikan harga energi, bahan baku industri, dan bahan pangan, hingga melambatnya perdagangan global.

Views on 2023 Projections

2023 is predicted to be a year full of challenges arising from inflationary pressures, economic slowdown, and continuing geopolitical conflicts. The IMF in *World Economic Outlook* (WEO) at October 2022 projected that global growth will slow down sharply to 2.7% in 2023 compared to 2022 projection with a projected global economic growth of 3.2%. The issue of global economic recession presents a significant overview of global economic conditions, particularly due to the tight monetary policies in several countries, ongoing geopolitical conflicts, persistently high interest rates, high inflation resulting from increased energy prices, industrial raw materials, and food prices, as well as slowdown in global trade.

Namun demikian, perekonomian Indonesia diperkirakan tetap tumbuh kuat dibanding sebagian besar negara lain. Berdasarkan rekam jejak historis, resesi global umumnya berdampak lebih sedikit bagi negara-negara berkembang, termasuk dan khususnya Indonesia. Tingginya kontribusi permintaan domestik dan rendahnya eksposur terhadap ekspor/impor membantu menopang perekonomian Indonesia pada saat terjadi kejutan ekonomi global.

Nevertheless, Indonesia's economy is expected to continue to grow stronger compared to many other countries. Based on historical track records, global recession generally have less impact on developing countries, including Indonesia in particular. The high contribution of domestic demand and low exposure to exports/imports helped to sustain Indonesia's economy during times of global economic shocks.

Dalam dokumen Rencana Anggaran dan Pendapatan Belanja Negara (RAPBN) tahun 2023, Pemerintah Indonesia memroyeksikan perekonomian Indonesia dapat tumbuh mencapai 5,3%, dengan inflasi yang mampu ditekan pada level 3,3%. Penurunan inflasi ini tak lepas dari meredanya imbas kenaikan harga BBM. Nilai tukar Rupiah akan berada pada angka yang stabil, sebesar Rp14.750 per Dolar AS. Sedangkan harga minyak mentah Indonesia diharapkan akan berada pada angka USD90 per barel, tertinggi dalam 5 (lima) tahun terakhir.

In the 2023 Draft State Budget (RAPBN) document, the Indonesian government projected that the Indonesian economy can grow by up to 5.3%, with inflation kept at a level of 3.3%. This decrease in inflation is influenced by the stabilization of fuel prices increases. The Indonesian Rupiah exchange rate will be at a stable rate of Rp14,750 per US Dollar. Meanwhile, the price of Indonesian crude oil is expected to reach USD90 per barrel, the highest in the last 5 (five) years.

Dengan pasar otomotif nasional yang diprediksi masih akan terus mengalami pertumbuhan, serta perkembangan industri yang akan semakin tumbuh pasca meredanya pandemi COVID-19, permintaan

With the national automotive market predicted to continue growing, as well as industrial developments that will continue to grow after the COVID-19 pandemic subsides,

akan produk pelumas jadi diproyeksikan akan mengalami pertumbuhan yang cukup baik. Hingga tahun 2026, produk pelumas jadi diprediksi mampu tumbuh hingga 2,7%. Hal ini tentunya menjadi kesempatan bagi Pertamina Lubricants untuk dapat secara berkesinambungan meningkatkan kualitas kompetensi yang dimilikinya, dan mampu memenangkan kembali pasar, khususnya di pasar nasional yang menawarkan potensi pasar yang luar biasa.

Dewan Komisaris menyambut baik atas proyeksi kinerja Perusahaan sebagaimana tertuang dalam RKAP tahunan dan perencanaan bisnis 5 (lima) tahunan. Dewan Komisaris sepenuhnya mendukung Direksi untuk dapat mencapai proyeksi kinerja tahun 2023 yang telah ditetapkan, baik optimisme atas pemasaran pada pasar domestik dapat tumbuh 106% s.d 109% dan pasar luar negeri dapat tumbuh hingga 143% s.d 146%, maupun canangan pendapatan usaha yang diharapkan mampu tumbuh 24%.

Beberapa tantangan ke depan yang perlu dicermati antara lain adalah Ketersediaan dan kecukupan *Base Oil group 1*, potensi penurunan pendapatan dan profit akibat rendahnya produksi *base oil group 3*, ketersediaan *additives* serta material pendukung lainnya, persaingan yang semakin ketat dan tuntutan untuk meningkatkan *marketshare* terutama segmen retail, optimalisasi profit dengan strategi portfolio bisnis, peningkatan efisiensi proses Produksi dan Distribusi serta terus menerus memperbaiki struktur dan fundamental bisnis terutama di sektor retail.

Penutup

Dengan seluruh pencapaian kinerja yang telah ditorehkan di tahun 2022, Dewan Komisaris menyambut baik seluruh dedikasi yang telah ditunjukkan oleh semua pihak yang terlibat dalam proses operasi dan bisnis Perusahaan. Kepada pemegang saham, Dewan Komisaris menyampaikan terima kasih atas kepercayaan yang telah diberikan. Dewan Komisaris juga menyampaikan apresiasinya kepada Direksi dan seluruh insan Pertamina Lubricants yang telah menunjukkan semangat kerja yang tinggi dalam mengembangkan Perusahaan. Semoga, seluruh kebersamaan ini dapat menjadi landasan bagi Perusahaan untuk dapat terus menunjukkan potensi terbaiknya di masa-masa mendatang.

the demand for finished lubricant products is projected to experience a significant growth. Until 2026, finished lubricant products are predicted to grow by up to 2.7%. This is certainly an opportunity for Pertamina Lubricants to continuously improve the quality of its competencies, and be able to win back the market, especially in domestic market that offers tremendous potential.

Board of Commissioners welcomes the Company's performance projections as stated in the annual RKAP and the 5 (five) year business plan. Board of Commissioners fully supports Board of Directors in achieving the projected performance for 2023, both optimism for the growth of marketing in the domestic market at 106% to 109% and 143% to 146% in foreign markets, as well as the targeted revenue growth of 24%.

Some of the future challenges that need to be observed include the availability and adequacy of Base Oil group 1, the potential decline in revenue and profit due to the low production of base oil group 3, the availability of additives and other supporting materials, increasingly fierce competition and demands to increase marketshare, especially the retail segment, optimizing profits with a business portfolio strategy, increasing the efficiency of the Production and Distribution process and continuously improving business structure and fundamentals, especially in the retail sector.

Closing Remarks

With all the performance achievements that have been made in 2022, Board of Commissioners warmly welcomes all the dedication shown by all parties involved in the Company's operations and business processes. To the shareholders, Board of Commissioners would like to express a gratitude for the trust given. Board of Commissioners also appreciates the Board of Directors and all Pertamina Lubricants people who have shown high work morale in developing the Company. Hopefully, all this togetherness can become a solid foundation for the Company to be able to continue showcasing its best potential in the future.

Jakarta, 21 Juni 2023

Jakarta, June 21, 2023

Atas nama Dewan Komisaris Pertamina Lubricants,

On behalf of Board of Commissioners of Pertamina Lubricants,


Budiarto Tedja
Komisaris Utama | President Commissioner



LAPORAN DIREKSI

Board of Directors Report

PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Tahun 2022 menjadi tahun yang cukup menantang bagi Pertamina Lubricants. Dengan kondisi perekonomian global yang penuh dinamika, Perusahaan berupaya untuk menjaga kelangsungan usahanya, khususnya dalam meningkatkan pemasaran produk pelumas yang dimilikinya. Atas dasar kompetensi inilah, Perusahaan terus mengupayakan untuk meningkatkan kapabilitasnya dan menghadirkan produk pelumas yang unggul sekaligus mampu untuk terus memberikan nilai tambah dalam rantai bisnisnya bagi seluruh pemangku kepentingan.

Kebijakan Strategis dan Pencapaian Tahun 2022

Ketidakpastian perekonomian global memberikan tantangan yang cukup besar bagi situasi di sepanjang tahun 2022. Pasokan global yang timpang dalam proses pemulihan perekonomian pasca pandemi COVID-19, serta konflik Rusia dan Ukraina, berpengaruh besar atas krisis energi dan komoditas, yang kemudian berpengaruh terhadap meningkatnya inflasi. Kebijakan pengetatan moneter dari berbagai negara melalui kenaikan suku bunga untuk meredam inflasi global menciptakan kondisi pasar untuk menahan modal dan investasinya pada negaranya masing-masing. Hal inilah yang menjadi gambaran penting bagi kondisi di tahun 2022.

Perekonomian nasional sendiri mampu bertahan dengan cukup baik, dan mencatat kinerja sebagai salah satu yang terbaik di tingkat Asia Tenggara dan bahkan di level G20. Badan Pusat Statistik (BPS) merilis data bahwa pertumbuhan ekonomi Indonesia di tahun 2022 sebesar 5,31%, meningkat dari tahun 2021 yang sebesar 3,70%. Berakhirnya kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) menjadi salah satu poin penting yang mendorong pertumbuhan kegiatan sosial kemasyarakatan secara massif. Pemerintah Indonesia terus bekerja keras untuk mengatasi meningkatnya pengangguran yang terjadi akibat pandemi COVID-19, salah satunya melalui upaya melanjutkan proyek-proyek pembangunan.

OUR RESPECTED SHAREHOLDERS AND STAKEHOLDERS,

2022 was a challenging year for Pertamina Lubricants. With fully dynamics global economic conditions, the Company sought to maintain business continuity, especially in increasing the marketing of its lubricant products. Armed with this competency, the Company strives to improve its capabilities and present superior lubricant products while being able to continue to provide added value in its business chain for all stakeholders.

Strategic Policy and Achievements in 2022

Global economic uncertainty posed significant challenges throughout 2022. Unbalanced global supply in the process of post-COVID-19 economic recovery, as well as the conflict between Russia and Ukraine, have had a major impact on the energy and commodity crises, which then led to rising inflation. Monetary tightening policies from various countries through interest rate hikes to curb global inflation created market conditions to hold capital and investments in their respective countries. This is an important picture for the conditions in 2022.

The national economy itself was able to survive quite well, and recorded its performance as one of the best at the Southeast Asian level and even at the G20 level. The Central Statistics Agency (BPS) released data that Indonesia's economic growth in 2022 was 5.31%, an increase from 2021 which was 3.70%. The end of Restrictions on Community Activities (PPKM) policy is one of the important points that encouraged the massive growth of social community activities. The Indonesian government continues to work hard to overcome the increase in unemployment that has occurred due to the COVID-19 pandemic, one of which is by continuing development projects.

**Memenangkan kembali
market adalah misi
besar Pertamina
Lubricants untuk
dapat terus menjaga
kelangsungan usahanya.**

Winning back the market is
Pertamina Lubricants' big mission
to be able to continue to maintain
its business continuity.



Isu energi dalam sektor migas menjadi tema penting di tahun 2022, terutama melalui penyelenggaraan G20 di Bali. Penggunaan Bahan Bakar Minyak (BBM) yang ramah lingkungan terus didorong oleh Pemerintah Indonesia, terutama dengan target Pemerintah Indonesia untuk mencapai *Net Zero Emission* di tahun 2060. Untuk itu, Pemerintah Indonesia mendorong regulasi untuk perubahan penggunaan bahan bakar ramah lingkungan di beberapa *smelter*.

Industri pelumas nasional sendiri mencatat perkembangan yang luar biasa. Tingginya penjualan kendaraan bermotor menjadi ceruk pasar yang menjanjikan bagi produsen pelumas. Tak hanya itu, meningkatnya kegiatan industri saat pemulihan pandemi COVID-19 memberikan kebutuhan atas pelumas industri.

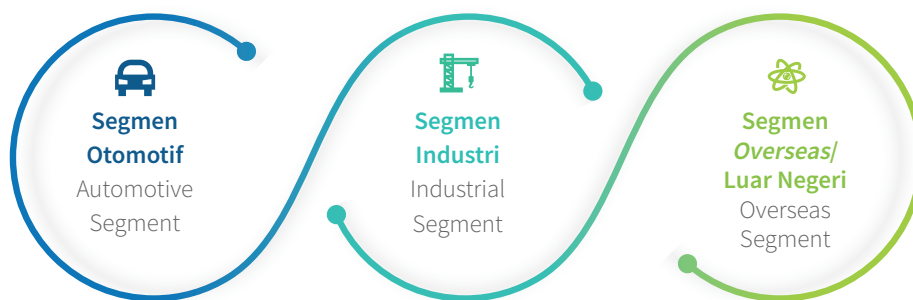
Di tengah kondisi dinamis yang diliputi tantangan, Pertamina Lubricants berupaya mengembangkan penjualannya dengan berfokus pada 3 (tiga) segmen, yaitu segmen otomotif, industri, dan segmen *overseas*.

The issue of energy in oil and gas sector was an important theme in 2022, especially through the holding of the G20 in Bali. The Indonesian government continuously encourages the use of environmentally friendly fuel oil, especially with its target to achieve Net Zero Emissions in 2060. For this reason, the Indonesian government is pushing for regulations to change the use of environmentally friendly fuels in several *smelters*.

The national lubricants industry itself has recorded remarkable growth. The high sales of motorized vehicles are a promising market niche for lubricant manufacturers. Not only that, the increase in industrial activities during the recovery of the COVID-19 pandemic provided a need for industrial lubricants.

In the midst of dynamic conditions filled with challenges, Pertamina Lubricants seeks to develop its sales by focusing on 3 (three) segments, namely the automotive, industrial and overseas segments.

Fokus Pemasaran Pertamina Lubricants Pertamina Lubricants Marketing Focus



Segmen otomotif dikembangkan melalui beberapa upaya pemasaran, di antaranya adalah:

- Program aktivasi *Outlet* untuk meningkatkan jumlah *Active Outlet* (AO) serta volume penjualan atau *dropsizes* baik segmen *High Tier* maupun *Non High Tier* di *Outlet*.
- Program *Spreading* baik untuk produk eksisting maupun produk baru guna meningkatkan *availability* produk Pertamina.
- Program *Chain Outlet* melalui mekanisme pemberian harga khusus, di mana di tahun 2022 terdapat penambahan 20 *Entity Chain Outlet* & *KAM Retail*.
- Program Kontrak Volume serta KPI untuk menjaga sekaligus meningkatkan *dropsizes* di *Own Channel*.
- Program peningkatan *availability* di SPBU melalui program standarisasi fasilitas penggantian oli di SPBU serta program-program aktivasi lainnya.

The automotive segment was developed through several marketing efforts, including:

- Outlet activation program to increase the number of Active Outlets (AO) and sales volume or *dropsizes* for both High Tier and Non High Tier segments in Outlets.
- Spreading Program for both existing and new products to increase the availability of Pertamina's products.
- Chain Outlet Program through a special pricing mechanism, in which in 2022 there was an additional 20 Entity Chain Outlet & KAM Retail.
- Volume Contract Program and KPI to maintain and increase the *dropsizes* in Own Channel.
- Program to increase availability at gas stations through a program to standardize oil change facilities at gas stations and other activation programs.

- Program *POWER Ordering* dan *POWER loyalty* untuk meningkatkan jumlah *Active Outlet* pengguna aplikasi *POWER*.
- Program promo *End User* untuk meningkatkan tarikan konsumen di *Outlet*.

Selain melakukan program untuk meningkatkan volume penjualan, pada segmen otomotif juga dilakukan beberapa aktivitas untuk memperkuat kompetensi inti Perusahaan, seperti:

- *Product Portfolio Optimization*, di mana dilakukan evaluasi terhadap *Product Life Cycle* (PLC) Pertamina Lubricants yang bertujuan untuk meningkatkan efektivitas serta efisiensi dalam pengambilan keputusan strategi pemasaran Perusahaan.
- *Brand Transformation* untuk membangun *Well Aligned Brand Strategy*, mulai dari penentuan STP hingga *integrated marketing campaign*.
- *Market Research & Intelligence* (*Customer Study*, *Retail Audit*, *Margin Outlet*, *Customer Satisfaction*, dan lainnya).
- *Pricing Strategy* untuk meningkatkan daya saing di pasar serta dukungan penetrasi di *Channel* tertentu (*Chain Outlet*, *KAM Retail*, dan *SPBU*).
- *Brand Equity Enhancement*, termasuk di antaranya melakukan kegiatan *Above The Line* (ATL) dan *Below The Line* (BTL), *Brand Activation* (program *marketing* dan *social marketing*), materi pemasaran (POSM dan *merchandising*), peluncuran produk baru, *Community Partnership*, maupun *Sponsorship*.
- *Establishing Customer Management*, termasuk di antaranya program *NGOBRAS*, *NGOBENK*, dan program promo *End User* baik yang berkolaborasi dengan C&T, program *Flagship* Pertamina Lubricants maupun program-program lainnya.
- Melakukan komunikasi media atas *Program Sales* (seperti *POWER*, *Yuk Service*, *GO SPBU*, *QR Code*).
- Peningkatan kompetensi tim penjualan baik *sales force* Perusahaan maupun distributor dengan melakukan *training*, sertifikasi, *Tracking Salesforce Activity*, dan *Performance Review*.
- Mengoptimalkan *Integrated Sales Force Tools* (seperti *Communication Guideline*, *OMS*, *POWER* & *DPG BSO*).

Pada segmen industri, Perusahaan berupaya melakukan akselerasi penjualan seperti:

- *Active Pricing Management* kepada konsumen industri.
- Melakukan rejuvenasi beberapa produk diantaranya *Meditran* dan *Turalik Series*.
- Melakukan akselerasi penjualan produk *specialties*, *Chemical Product*, serta beberapa produk lainnya.
- Melakukan akselerasi program *Pertamina One Solution* (POS) yang merupakan program kolaborasi dengan C&T.
- Melakukan program sinergi BUMN.
- *Trading Base Oil Group II*.

- *POWER Ordering* and *POWER loyalty* programs to increase the number of *Active Outlet* users of *POWER* application.
- *End User* promo program to increase consumer attractiveness at *Outlets*.

Apart from carrying out programs to increase sales volume, several activities were also carried out in the automotive segment to strengthen the Company's core competencies, such as:

- *Product Portfolio Optimization*, in which the *Product Life Cycle* (PLC) of Pertamina Lubricants is evaluated, with the aim of increasing effectiveness and efficiency in making decisions on the Company's marketing strategy.
- *Brand Transformation* to build a *Well Aligned Brand Strategy*, starting from determining STP to integrated marketing campaigns.
- *Market Research & Intelligence* (*Customer Study*, *Retail Audit*, *Margin Outlet*, *Customer Satisfaction*, and others).
- *Pricing Strategy* to increase market competitiveness and support penetration in certain *Channels* (*Chain Outlet*, *KAM Retail*, and *Gas Stations*).
- *Brand Equity Enhancement*, including executing *Above The Line* (ATL) and *Below The Line* (BTL) activities, *Brand Activation* (marketing and social marketing programs), marketing materials (POSM and *merchandising*), new product launches, *Community Partnerships*, and *Sponsorship*.
- *Establishing Customer Management*, including *NGOBRAS*, *NGOBENK*, and *End User* promo programs in collaboration with C&T, Pertamina Lubricants *Flagship* program and other programs.
- Conducting media communication on *Sales Programs* (such as *POWER*, *Yuk Service*, *GO SPBU*, *QR Code*).
- Increasing the competency of sales team, both the Company's sales force and distributors by conducting training, certification, *Tracking Salesforce Activity*, and *Performance Review*.
- Optimizing *Integrated Sales Force Tools* (such as *Communication Guideline*, *OMS*, *POWER* & *DPG BSO*).

In the industrial segment, the Company sought to accelerate sales through:

- *Active Pricing Management* for industrial consumers.
- Rejuvenating several products including *Meditran* and *Turalik Series*.
- Accelerated sales of specialties products, *Chemical Products*, as well as several other products.
- Accelerating *Pertamina One Solution* (POS) program which is a collaborative program with C&T.
- Conducting *SOE* synergy programs.
- *Trading Base Oil Group II*.

- Perbaikan secara fundamental proses bisnis juga akan dilakukan, termasuk:
 1. Peningkatan kompetensi tim penjualan baik *sales force* Perusahaan maupun distributor dengan melakukan *training*, sertifikasi, *Tracking Salesforce Activity*, dan *Performance Review*.
 2. Menyusun *database* segmen industri.
 3. Mengoptimalkan *Integrated Sales Force Tools* (seperti OMS, POWER & DPG BSO).
- Menjalankan program-program untuk menjaga konsumen yang telah ada serta meningkatkan loyalitas konsumen melalui kegiatan seperti *Technical Service Assistant*, *Used Oil Monitoring*, *Facility Support*, *Market Trial*, *In House Training* (IHT), *Webinar*, *Gathering & Konsinyering*, maupun pemberian *sponsorship* atau *merchandising*.

Untuk segmen *overseas* atau luar negeri, beberapa inisiatif yang dilakukan Perusahaan di antaranya adalah:

- Pengembangan produk baru, seperti Turalik series dan Fastron series dengan *performance level* API SP.
- Akselerasi volume penjualan dengan menjalankan program peningkatan *Active Outlet* (AO), *Kontrak Outlet*, dan *Active Pricing Management*.
- *Brand Equity Enhancement* dengan melakukan *Outlet Branding* (Shopsign), materi pemasaran (POSM dan *merchandising*), maupun *Sponsorship*.
- Perluasan pasar untuk produk *white-label*.
- Membuat *Long Term Contract* dengan konsumen *Base Oil*, yang juga harus didukung dengan harga jual yang kompetitif.
- Melakukan digitalisasi termasuk *Web Ordering Distributor*, implementasi *POWER for Overseas*, optimalisasi situs web korporasi, peningkatan dan perbaikan *LBO e-Auction*, dan perbaikan aplikasi NetLube.

Dengan pengembangan berbagai kebijakan strategi di atas, Pertamina Lubricants mampu mencatat pencapaian dan keberhasilan penting. Di sepanjang tahun 2022 Perusahaan mampu meningkatkan produksinya sebesar 4,77%, dari 389.906 Kilo Liter di tahun 2021 menjadi 408.495 Kilo Liter di tahun 2022. Namun, jumlah penjualan produk mengalami penurunan 3,09%, dari 553.398 Kilo Liter menjadi 536.283 Kilo Liter. Penurunan penjualan terutama terjadi pada segmen *overseas* yang mengalami penurunan hingga 22,31% akibat minimnya *quantity* yang tersedia untuk produk yang dapat dilakukan ekspor, dan tren harga ICIS masih mengalami penurunan yang signifikan sehingga *customer* memilih untuk menunda pembelian. Namun demikian pencapaian penjualan Finished Product justru mengalami peningkatan sebesar 7% yang ditopang oleh segmen Key Account, Overseas, Industri, dan juga Retail. Sedangkan penjualan produk pada pasar domestik mengalami kenaikan, baik pada segmen otomotif meningkat 4,08% maupun segmen industri yang meningkat 7,48% dibandingkan tahun sebelumnya.

- Fundamental improvements to business processes were also carried out:
 1. Increasing the competency of sales team, both the Company's sales force and distributors by conducting training, certification, Tracking Salesforce Activity, and Performance Review.
 2. Compiling industry segment database.
 3. Optimizing Integrated Sales Force Tools (such as OMS, POWER & DPG BSO).
- Running programs to maintain existing customers and increase consumer loyalty through activities such as Technical Service Assistant, Used Oil Monitoring, Facility Support, Market Trial, In House Training (IHT), Webinars, Gathering & Consignment, as well as providing sponsorship or merchandising.

For the overseas segment, several initiatives carried out by the Company include:

- Development of new products, such as Turalik series and Fastron series with API SP performance levels.
- Acceleration of sales volume by running programs to increase Active Outlets (AO), Contract Outlets, and Active Pricing Management.
- Brand Equity Enhancement by conducting Outlet Branding (Shopsign), marketing materials (POSM and merchandising), as well as Sponsorship.
- Market expansion for white-label products.
- Making Long Term Contracts with Base Oil consumers, which must also be supported by competitive selling prices.
- Digitizing, including Distributor Web Ordering, implementing POWER for Overseas, optimizing corporate website, enhancing and improving LBO e-Auction, and improving NetLube application.

With the strategic policies above, Pertamina Lubricants managed to record importance achievements and accomplishments. Throughout 2022, the Company was able to increase its production by 4.77%, from 389,906 Kilo Liters in 2021 to 408,495 Kilo Liters in 2022. However, the number of product sales decreased by 3.09%, from 553,398 Kilo Liters to 536,283 Kilo Liters. The decreasing sales mainly occurred in the overseas segment, which experienced a decline of 22.31% due to the minimum quantity available for products that can be exported, and the ICIS price trend was still experiencing a significant decline so that customers choose to postpone purchases. Meanwhile, Finished Product sales increased by 7%, supported by Key Account, Overseas, Industry, and Retail segments. Meanwhile, product sales in the domestic market experienced an increase, both in the automotive segment which increased by 4.08% and the industrial segment which increased by 7.48% compared to the previous year.

Untuk kinerja keuangan, Perusahaan mencatat kenaikan pendapatan sebesar 12,37%, dari Rp11,42 triliun di tahun 2021 menjadi Rp12,83 triliun di tahun 2022. Tantangan dihadapi pada beban pokok penjualan yang meningkat cukup tinggi hingga 19,42%, yang terutama disebabkan dinamika perekonomian global serta adanya kekurangan bahan aditif global yang berdampak pada kenaikan harga bahan. Dengan kenaikan beban pokok penjualan ini, laba tahun berjalan tercatat mengalami penurunan 14,69% dibandingkan tahun sebelumnya.

Jumlah aset mengalami pertumbuhan sebesar 4,28%, dari Rp8,25 triliun di tahun 2021 menjadi Rp8,61 triliun di tahun 2022. Pertumbuhan aset Perusahaan terutama ditopang oleh aset tidak lancar yang mampu tumbuh hingga 12,82%. Jumlah liabilitas mengalami kenaikan 19,89%, sedangkan jumlah ekuitas mengalami penurunan 3,06%.

Pencapaian Target Tahun 2022

Jika dibandingkan dengan anggaran dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2022 yang telah disahkan melalui Keputusan Pemegang Saham Secara Sirkuler tanggal 27 Oktober 2022, Perusahaan menunjukkan pengelolaan operasi dan bisnis yang mampu berjalan pada jalur yang telah ditetapkan. Realisasi jumlah produk yang berhasil dipasarkan sebesar mencatat 93,85% dibandingkan target, sedangkan produksi mencatat pencapaian 86,85% terhadap target. Belum tercapainya target produksi dan pemasaran terutama disebabkan dinamika perekonomian akibat pandemi COVID-19 yang berkepanjangan serta adanya kekurangan bahan aditif global akibat terganggunya pasokan global dalam proses pemulihan perekonomian dunia.

Realisasi pendapatan usaha mencapai 103,75% dari target per Desember 2022, sedangkan realisasi beban pokok penjualan mencatat pencapaian 116,37% dari target tahun 2022. Realisasi beban operasi mencapai 70,10% dari target tahun 2022, di mana hal ini menunjukkan keberhasilan Perusahaan dalam mengelola beban operasinya. Sedangkan realisasi laba bersih setelah pajak mencapai 79,32% dari target tahun 2022. Rendahnya pencapaian laba bersih setelah pajak ini disebabkan tingginya beban pokok penjualan di tahun 2022.

Pada posisi keuangan, jumlah aset mencatat pencapaian 99,27%, liabilitas sebesar 111,38%, dan ekuitas sebesar 93,37% terhadap target tahun 2022.

In terms of financial performance, the Company recorded an increase in revenue of 12.37%, from Rp11.42 trillion in 2021 to Rp12.83 trillion in 2022. The challenges faced were the cost of goods sold which increased quite high up to 19.42%, mainly due to the dynamics of global economy and the shortage of global additives which have an impact on rising material prices. With such increased cost of goods sold, profit for the year decreased by 14.69% compared to the previous year.

Total assets grew by 4.28%, from Rp8.25 trillion in 2021 to Rp8.61 trillion in 2022. The growth in the Company's assets was mainly supported by non-current assets, which were able to grow up to 12.82%. Total liabilities increased by 19.89%, while total equity decreased by 3.06%.

Target Achievements in 2022

When compared to the budget in the 2022 Corporate Work Plan and Budget (RKAP), which was ratified through a Circular Shareholder Resolution dated October 27, 2022, the Company's operations and business was able to be managed on the predetermined path. The number of products that were successfully marketed was realized at 93.85% compared to the target, while production recorded an achievement of 86.85% of the target. Production and marketing targets have not been achieved, mainly due to the dynamics of the economy due to the prolonged COVID-19 pandemic and the shortage of global additives due to disruptions in global supply in the process of world economic recovery.

Operating revenues reached 103.75% of the target as of December 2022, while the cost of goods sold recorded an achievement of 116.37% of the 2022 target. Operating expenses reached 70.10% of the 2022 target, which shows the Company's success in managing its operating expenses. Meanwhile, the realization of net profit after tax reached 79.32% of the 2022 target. The low achievement of net profit after tax was due to the high cost of goods sold in 2022.

In the financial position, total assets recorded an achievement of 99.27%, liabilities of 111.38%, and equity of 93.37% of the 2022 target.

Kendala, Tantangan dan Solusi yang Ditempuh Perusahaan

- Tantangan terbesar Pertamina Lubricants muncul dari kompetisi dan persaingan usaha yang semakin tinggi. Dengan jumlah pelaku usaha yang terus bertambah, hingga akhir tahun 2022 produk pelumas Pertamina Lubricants menguasai 35% pangsa pasar pelumas domestik, tercatat mengalami penurunan dibandingkan tahun sebelumnya di mana produk pelumas Pertamina Lubricants menguasai 43,1% pangsa pasar pelumas domestik (Kline 2022).
- Menghadapi kondisi ini tentu menjadi tantangan tersendiri. Dengan berbagai strategi dan inisiatif seperti yang telah dijelaskan sebelumnya, Perusahaan menargetkan untuk kembali memenangkan persaingan pasar khususnya pada pasar domestik yang memiliki ceruk pasar yang cukup potensial.

Perkembangan Penerapan Tata Kelola Perusahaan

Prinsip Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG) didasarkan pada kepatuhan terhadap peraturan dan perundang-undangan yang berlaku. Dasar-dasar penerapan GCG yang telah ditetapkan dalam Pertamina Group menegaskan penerapan prinsip GCG sebagai bagian dari perhatian regulator atas keterlibatan pemegang saham dan pemangku kepentingan bagi dunia usaha.

Sebagai bagian dari *Holding* BUMN Migas, Perusahaan memiliki kewajiban untuk memenuhi kepatuhan tersebut. Di samping itu, prinsip GCG di lingkungan Perusahaan dikembangkan dalam rangka menghindari Insan Pertamina Lubricants dari praktik-praktik korporasi tidak sehat yang dapat merugikan baik Perusahaan sendiri, pemegang saham, maupun pemangku kepentingan. Penerapan prinsip GCG diharapkan mampu memberikan citra korporasi yang baik, yang tentunya akan memberikan dasar kepercayaan bagi Perusahaan.

Pemenuhan prinsip GCG diwujudkan melalui keberadaan infrastruktur GCG di lingkup organisasi Perusahaan, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Prinsip *two board*, atau 2 (dua) badan yang dianut oleh Perseroan Terbatas di Indonesia telah diterapkan oleh Perusahaan melalui hubungan Dewan Komisaris dan Direksi. Dewan Komisaris melakukan peran dan fungsi dalam pengawasan atas pengelolaan kegiatan operasional dan bisnis oleh Direksi. Sementara Direksi, dibantu oleh organ pendukungnya yaitu Sekretaris Perusahaan dan Audit Internal, melakukan pengelolaan organisasi berbasis akuntabilitas dan transparansi. Audit Internal menjadi bagian yang tak terpisahkan dari pengelolaan organisasi Perusahaan yang memiliki pengendalian, pengawasan dan mitigasi atas risiko usaha. Bekerja sama dengan Komite Audit yang bernaung di bawah Dewan Komisaris, Audit Internal memegang peran penting dalam memberikan evaluasi yang strategis bagi pengembangan Perusahaan ke depan.

Obstacles, Challenges and the Solutions Made by the Company

- The biggest challenge for Pertamina Lubricants arise from increasingly high business competition. With growing number of business players, by the end of 2022 Pertamina Lubricants' lubricant products dominated 35% of the domestic lubricant market share, which has decreased compared to the previous year where Pertamina Lubricants' lubricant products controlled 43.1% of the domestic lubricant market share (Kline 2022).
- Facing this condition is certainly a challenge. With a number of strategies and initiatives as previously described, the Company is targeting to win back the market competition, especially in the domestic market that has a potential market niche.

Development of Corporate Governance Implementation

The principles of Good Corporate Governance (GCG) are based on compliance with applicable laws and regulations. The principles of GCG implementation that have been stipulated in Pertamina Group emphasize the application of GCG principles as part of the regulator's concern for the involvement of shareholders and stakeholders in the business world.

As part of the SOE Oil and Gas Holding, the Company has an obligation to fulfill this compliance. In addition, GCG principles within the Company are developed in order to prevent Pertamina Lubricants people from unhealthy corporate practices that could harm both the Company itself, shareholders and stakeholders. The application of GCG principles is expected to be able to provide a good corporate image, which certainly will provide a basis for trust for the Company.

The fulfillment of GCG principles is realized through the existence of GCG infrastructure within the scope of the Company's organization, namely the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. The principle of two boards, or 2 (two) bodies adopted by a Limited Liability Company in Indonesia has been applied by the Company through the relationship between Board of Commissioners and Board of Directors. Board of Commissioners performs roles and functions in supervising the management of operational and business activities by the Board of Directors. Meanwhile Board of Directors, assisted by its supporting organs, namely Corporate Secretary and Internal Audit, manages the organization based on accountability and transparency. Internal Audit is an integral part of the management of the Company's organization, which has control, supervision and mitigation of business risks. In collaboration with Audit Committee under the auspices of the Board of Commissioners, Internal Audit plays an important role in providing strategic evaluations for the Company's future development.

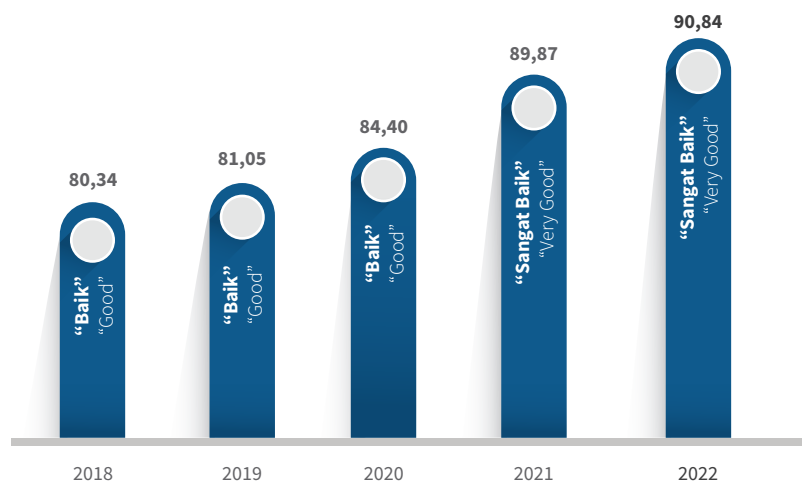
Di samping infrastruktur, Perusahaan juga telah memiliki sejumlah *softstructure* atau perangkat lunak GCG sebagai landasan bagi seluruh insan Pertamina Lubricants dalam menjalankan prinsip GCG. Berbagai perangkat lunak ini menjadi proses atau mekanisme GCG yang memberikan aturan main bagi setiap organ GCG agar memiliki lingkup peran dan tugas serta tanggung jawabnya masing-masing.

Agar penerapan prinsip GCG dapat terukur, Perusahaan melakukan *assessment* atau penilaian penerapan GCG secara periodik tahunan. Penilaian penerapan GCG mengacu pada Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Ruang lingkup penilaian penerapan GCG meliputi 6 (enam) aspek *Governance*, yaitu Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan; aspek Pemegang Saham dan RUPS/ Pemilik Modal; aspek Dewan Komisaris/Dewan Pengawas; aspek Direksi; Pengungkapan Informasi dan Transparansi; serta Aspek Lainnya. *Assessment* ini, baik *assessment* oleh pihak independen maupun *selfassessment* yang dilakukan tim internal, akan menjadi evaluasi dan masukan bagi perbaikan penerapan prinsip GCG di lingkup Perusahaan. Untuk penilaian tahun 2022 dilakukan melalui metode *assessment* oleh pihak independen dengan hasil 90,84 kategori "Sangat Baik". Hasil penilaian penerapan GCG tahun 2022 tersebut juga mengalami peningkatan dibandingkan *assessment* tahun 2021 dengan skor 89,87 juga kategori "Sangat Baik".

Apart from infrastructures, the Company also has a number of GCG softstructures as a basis for all Pertamina Lubricants people in carrying out GCG principles. These softstructures become GCG processes or mechanisms that provide the rules of the game for each GCG organ so that they have their respective scope of roles and duties and responsibilities.

In order for the implementation of GCG principles to be measurable, the Company conducts periodic annual GCG assessment. GCG assessment refers to the Decree of Secretary of Ministry of SOE No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs. The scope of GCG assessment includes 6 (six) Governance aspects, namely Commitment to Sustainable Governance Implementation; Shareholders and GMS/Capital Owners; Board of Commissioners/Supervisory Board; Board of Directors; Information Disclosure and Transparency; and Other Aspects. This assessment, both assessment by an independent party and self-assessment by an internal team, will serve as an evaluation and input for improving the implementation of GCG principles within the Company. For 2022, the assessment was carried out through assessment method by an independent party with a result of 90.84 in "Very Good" category. The results of 2022 GCG assessment also increased compared to 2021 assessment with a score of 89.87 in "Very Good" category.

Tren Skor *Assessment* Penerapan GCG 2018-2022
Trend of GCG Assessment Score 2018-2022



Tanggung Jawab Sosial Perusahaan dan Pembangunan Berkelanjutan

Penerapan prinsip korporasi yang baik juga dilakukan melalui pengembangan hubungan dengan pemangku kepentingan; baik di tingkat eksternal maupun internal. Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perusahaan dikembangkan untuk membangun keselarasan bersama para pemangku kepentingan, dengan harapan bahwa Perusahaan dapat mewujudkan pertumbuhan yang berkelanjutan dan terus mengembangkan organisasi usaha yang tangguh.

Pertamina Lubricants memiliki visi, misi dan tata nilai yang berupaya mengoptimalkan nilai tambah bagi seluruh pemangku kepentingan, di mana optimalisasi ini mengintegrasikan pelaksanaan program TJSL ke dalam kegiatan bisnis korporasi yang dilakukan Perusahaan.



Ke-6 aspek sebagaimana terlihat pada bagan di atas menjadi tema besar yang melandasi Laporan Tahunan Terintegrasi ini. Financial Capital berorientasi pada pengelolaan operasi dan pengembangan usaha yang efisien dan menitikberatkan pada imbal hasil bagi pemegang saham; *Human Capital* berfokus pada pengembangan Sumber Daya Manusia sebagai pemangku kepentingan terdekat Perusahaan; *Manufactured Capital* merupakan nilai yang diemban melalui investasi berkelanjutan untuk pengembangan fasilitas produksi dan jaringan distribusi; *Intellectual Capital* berfokus pada produk unggulan yang dihadirkan; *Natural Capital* merupakan aspek lingkungan hidup yang terintegrasi dalam fokus bisnis Pertamina Lubricants; serta *Social and Relationship Capital* dengan agenda besar pertumbuhan bersama pemangku kepentingan secara keseluruhan.

Corporate Social Responsibility and Sustainable Development

The application of good corporate principles is also carried out through the development of relationships with stakeholders; both at external and internal level. The Company's Social and Environmental Responsibility Program (CSR) is prepared to build alignment with stakeholders, with the hope that the Company can realize sustainable growth and continue to develop a strong business organization.

Pertamina Lubricants has a vision, mission and values that seek to optimize added value for all stakeholders, where this optimization integrates the implementation of CSR program into the Company's corporate business activities.

The 6 aspects as shown in the chart above are the main themes that underlie this Integrated Annual Report. Financial Capital is oriented towards efficient management of operations and business development and focuses on returns for shareholders; Human Capital focuses on developing Human Capital as the Company's closest stakeholder; Manufactured Capital is a value carried through sustainable investment for the development of production facilities and distribution networks; Intellectual Capital focuses on the superior products presented; Natural Capital is an integrated environmental aspect in the business focus of Pertamina Lubricants; as well as Social and Relationship Capital with a big agenda of growing with stakeholders as a whole.

Informasi tentang Susunan Direksi Tahun 2022

Di sepanjang tahun 2022 pemegang saham memutuskan untuk melakukan pergantian dan perubahan susunan Direksi Perusahaan, dengan kronologis perubahan susunan Direksi adalah sebagai berikut.

Information on the Composition of Board of Directors in 2022

Throughout 2022, the shareholders decided to make replacements and changes to the composition of the Company's Board of Directors, with the chronology of changes to the composition of Board of Directors as follows.

Kronologi Perubahan Susunan Direksi di Sepanjang Tahun 2022 Chronology of Changes in the Composition of Board of Directors Throughout 2022

Periode 1 Januari s.d 4 April 2022 Period January 1 to April 4, 2022	Periode 4 April s.d 31 Desember 2022 Period April 4 to December 31, 2022	Keterangan Description
Ageng Giriyono (Direktur Utama) (President Director)		Ageng Giriyono tidak lagi menjabat Direktur Utama sejak 3 Januari 2022 dengan alasan Masa Jabatan Berakhir. Ageng Giriyono no longer served as President Director since January 3, 2022 due to the end of term of office.
Werry Prayogi (Direktur Operasi) (Director of Operations)	Werry Prayogi (Direktur Utama) (President Director)	Werry Prayogi diangkat untuk menjabat Direktur Utama sejak 4 April 2022. Werry Prayogi was appointed to serve as President Director since April 4, 2022.
Sari Istiani Rachmi (Direktur Sales & Marketing)	Sari Istiani Rachmi (Direktur Sales & Marketing) (Director of Sales & Marketing)	-
Catur Dermawan (Direktur Finance & Business Support) (Director of Finance & Business Support)	Catur Dermawan (Direktur Finance & Business Support) (Director of Finance & Business Support)	-
	Sigit Pranowo (Direktur Operasi) (Director of Operations)	Sigit Pranowo menjabat Direktur Operasi sejak 4 April 2022. Sigit Pranowo was appointed as Director of Operations since April 4, 2022.

Dengan demikian, komposisi dan susunan Direksi per 31 Desember 2022 adalah sebagai berikut.

Accordingly, the composition and structure of Board of Directors as of December 31, 2022 are as follows.

Susunan Direksi per 31 Desember 2022 Board of Directors Composition as of December 31, 2022

Jabatan Position	Nama Name	Masa Jabatan Term of Service
Direktur Utama President Director	Werry Prayogi	4 April 2022 s.d 25 Juli 2024, Periode ke-1 April 4, 2022 to July 25, 2024, 1st period
Direktur Operasi Director of Operations	Sigit Pranowo	4 April 2022 s.d 3 April 2025, Periode ke-1 April 4, 2022 to April 3, 2025, 1st period
Direktur Sales & Marketing Director of Sales & Marketing	Sari Istiani Rachmi	5 Mei 2021 s.d 4 Mei 2024, Periode ke-1 May 5, 2021 to May 4, 2024, 1st period
Direktur Finance & Business Support Director of Finance & Business Support	Catur Dermawan	26 Juli 2021 s.d 25 Juli 2024, Periode ke-1 July 26, 2021 to July 25, 2024, 1st period

Tidak terdapat pergantian dan perubahan susunan Direksi sejak 1 Januari 2023 hingga disahkannya laporan tahunan ini tertanggal 21 Juni 2023. Atas kepercayaan yang diberikan oleh Pemegang Saham, Direksi menyampaikan terima kasih yang sebesar-besarnya.

There were no changes to the composition of the of Directors from January 1, 2023 until the ratification of this annual report on June 21, 2023. For the trust given by the Shareholders, Board of Directors would like to extend a deepest gratitude.

Proyeksi Tahun 2023

Perusahaan telah mencanangkan proyeksi dan target kinerja tahun 2023 yang didasarkan pada asumsi-asumsi dari Pemerintah Indonesia serta asumsi dan kajian berbagai lembaga internasional dan domestik tentang prospek kondisi sosial perekonomian tahun 2023. Dari RKAP Perusahaan tahun 2023, Perusahaan memiliki optimisme untuk mencanangkan rencana dan target kinerja yang cukup baik, di mana Perusahaan mencanangkan pemasaran pada pasar domestik dapat tumbuh 106% s.d 109% sedangkan pasar luar negeri dapat tumbuh hingga 143% s.d 146%. Produksi dapat tumbuh 123% s.d 126%. Hal ini akan berdampak pada pendapatan usaha yang diharapkan tumbuh 24%, beban pokok penjualan naik 22%, beban usaha naik 57%, dan laba tahun berjalan naik 18%. Sedangkan jumlah aset diproyeksikan tumbuh 24%, liabilitas mengalami penurunan 1% dan ekuitas meningkat hingga 39%.

Proyeksi kinerja ini tentu dilandasi pada prospek perekonomian Indonesia yang cukup positif. Dengan pasar otomotif nasional yang diprediksi masih akan terus mengalami pertumbuhan, serta perkembangan industri yang akan semakin tumbuh pasca meredanya pandemi COVID-19, permintaan akan produk pelumas jadi diproyeksikan akan mengalami pertumbuhan yang cukup baik.

Meskipun demikian, patut dicatat adanya pergerakan tren peluma otomotif Indonesia akan bergeser ke pelumas semi sintetis dan sintetis meskipun pelumas mineral masih dibutuhkan dalam porsi terbesar. Terutama karena belum adanya regulasi di Indonesia untuk batasan usia kendaraan, di mana masih terdapat banyak kendaraan tua di jalan raya yang membutuhkan pelumas berbahan dasar mineral. Di samping itu, pada sektor industri, pelumas berbahan dasar mineral masih dibutuhkan dengan komposisi mineral dan sintetis yang masih cukup sama.

Satu-satunya produsen pelumas lokal di Indonesia adalah Pertamina, yang memproduksi pelumas stok base oil Grup I dan Grup III mengalami surplus, namun stok base oil mineral perlu diimpor untuk memenuhi kebutuhan industri. Untuk itu, Pertamina Lubricants siap menghadapi tantangan ke depan dengan menyediakan permintaan pasar dan juga terbuka untuk berkolaborasi dengan para mitra.

Menghadapi tantangan pasar pada tahun-tahun mendatang, Perusahaan akan mengupayakan semangat transformasi dengan tema “Digitally-enabled Transformation” dengan berbagai program terobosan yang diharapkan mampu menciptakan nilai tambah baik pada aspek operasi, aspek volume produksi dan penjualan, serta aspek finansial.

Akhir Kata

Dengan mengucapkan syukur kepada Tuhan Yang Maha Esa, izinkan Direksi menyampaikan terima kasih atas seluruh kerja sama yang telah terbina di sepanjang tahun 2022 hingga akhirnya Perusahaan dapat mencapai hasil kinerja yang cukup baik. Kepercayaan dari pemegang saham, kemitraan strategis bersama Dewan Komisaris

2023 Projections

The Company has set performance projections and targets for 2023, based on the assumptions of the Government of Indonesia as well as the assumptions and studies of a number of international and domestic institutions regarding the prospects for socio-economic conditions in 2023. From the Company's 2023 RKAP, the Company has an optimism in planning and setting performance targets, where the Company set marketing in the domestic market to grow at 106% - 109% while the foreign market to grow at 143% - 146%, and production to grow at 123% - 126%. These will affect operating revenue that is expected to grow at 24%, cost of goods sold to increase by 22%, operating expenses to increase by 57%, and profit for the year to increase by 18%. Meanwhile, total assets is projected to grow at 24%, liabilities to decrease by 1% and equity to increase by 39%.

These performance projections is certainly based on the positive outlook for Indonesia's economy. With the national automotive market predicted to continue to experience a growth, as well as industrial developments that will continue to grow after the COVID-19 pandemic subsides, the demand for finished lubricant products is projected to experience a growth.

However, it is notable that Indonesia's automotive lubricant trend will shift to semi-synthetic and synthetic lubricants although mineral lubricants are still needed in the largest portion. Mainly due to the absence of regulations in Indonesia for vehicle age limits, where there are still many old vehicles on the road that require mineral-based lubricants. In addition, in the industrial sector, mineral-based lubricants are still needed with the composition of minerals and synthetics still quite similar.

The only local lubricant producer in Indonesia is Pertamina, which produces lubricants with Group I and Group III base oil stocks in surplus, but mineral base oil stocks need to be imported to meet industrial needs. For this reason, Pertamina Lubricants is ready to face the challenges ahead by providing market demand and is also open to collaborating with partners.

Facing market challenges in the coming years, the Company will pursue a spirit of transformation with the theme “Digitally-enabled Transformation” with a variety of breakthrough programs that are expected to create added value in both operational, production and sales volume, and financial aspects.

Final Words

By sending utmost gratitude to God Almighty, please allow the Board of Directors to express a gratitude for all the cooperation that has been fostered throughout 2022, so that finally the Company managed to achieve favorable performance results. Trust from shareholders, strategic partnership with Board of

dan seluruh komitenya, dedikasi dan kerja keras dari seluruh insan Pertamina Lubricants, hubungan yang terjalin baik dengan mitra bisnis, hingga keterlibatan pemangku kepentingan; diharapkan mampu menjadi fondasi yang kuat bagi Perusahaan untuk dapat terus melangkah ke depan dan meraih visinya untuk tumbuh berkembang di masa-masa yang akan datang.

Commissioners and all of its committees, dedication and hard work from all Pertamina Lubricants people, good relationships with business partners, to stakeholders' involvement; are expected to be a strong groundwork for the Company to be able to move forward and achieve its vision to grow and develop in the future.

Jakarta, 21 Juni 2023

Jakarta, June 21, 2023

Atas nama Direksi dan Jajaran Pertamina Lubricants,

On behalf of Board of Directors and management of Pertamina Lubricants,



Werry Prayogi
Direktur Utama | President Director

PENGESAHAN DEWAN KOMISARIS DAN DIREKSI

Board of Commissioners and Board of Directors Endorsement

Dewan Komisaris dan Direksi menyetujui atas penerbitan Laporan Tahunan Terintegrasi PT Pertamina Lubricants, serta menyatakan bertanggung jawab atas informasi yang disampaikan di dalam Laporan. Kami menyampaikan bahwa Laporan Tahunan Terintegrasi Pertamina Lubricants 2022 membahas masalah-masalah yang dinyatakan sebagai topik material dan hal-hal yang memengaruhi kemampuan Perusahaan menciptakan nilai-nilai serta mendistribusikannya kepada pemangku keadilan secara adil.

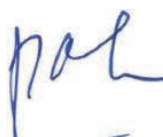
Board of Commissioners and Board of Directors approved the issuance of the Integrated Annual Report of PT Pertamina Lubricants, and hereby declared accountable for the information presented in the Report. We convey that Pertamina Lubricants 2022 Integrated Annual Report has discussed issues that are stated as material topics and matters that affect the Company's ability to create values and distribute them equitably to stakeholders.

DEWAN KOMISARIS BOARD OF COMMISSIONERS



Budiarto Tedja

KOMISARIS UTAMA
PRESIDENT COMMISSIONER



**Patuan Alfon
Simanjuntak**

KOMISARIS
COMMISSIONER



Ananda Tohpati

KOMISARIS
COMMISSIONER



Wahyu Widodo

KOMISARIS
COMMISSIONER

Laporan ini telah disusun sesuai dengan kaidah-kaidah penulisan laporan yang baik dan benar, dengan dilengkapi Laporan Keuangan Konsolidasi untuk tahun buku yang berakhir pada 31 Desember 2022 yang telah diaudit Kantor Akuntan Publik dengan opini wajar dalam semua hal yang material.

This report has been prepared in accordance with the principles of proper and correct report writing, supplemented by the Consolidated Financial Statements for the fiscal year ending on December 31, 2022, which have been audited by Public Accounting Firm with unqualified opinion.

DIREKSI
BOARD OF DIRECTORS



Werry Prayogi

DIREKTUR UTAMA
PRESIDENT DIRECTOR



Sigit Pranowo

DIREKTUR OPERASI
DIRECTOR OF OPERATIONS



Sari Istiani Rachmi

DIREKTUR SALES & MARKETING
DIRECTOR OF SALES & MARKETING



Catur Dermawan

DIREKTUR FINANCE & BUSINESS SUPPORT
DIRECTOR OF FINANCE & BUSINESS SUPPORT

(halaman ini sengaja dikosongkan)



PROFIL PERUSAHAAN

Company Profile

INFORMASI UMUM PERUSAHAAN

General Information of the Company



Nama Perusahaan [2-1-a]

Company Name

PT Pertamina Lubricants



Tanggal Pendirian & Beroperasi Komersial

Date of Establishment & Commercial Operations

23 September 2013



Sektor [2-6-a]

Sector

- KBLI 19212 - Industri Pembuatan Minyak Pelumas; KBLI 20117 - Industri Kimia Dasar Organik yang Bersumber dari Minyak Bumi, Gas Alam dan Batu Bara; KBLI 20118 - Industri Kimia Dasar Organik yang menghasilkan bahan kimia khusus; KBLI 20119 - Industri Kimia Dasar Organik lainnya; KBLI 46610 - Perdagangan Besar Bahan Bakar Padat, Cair dan Gas dan Produk YBDI; KBLI 49432 - Angkutan Bermotor untuk Barang Khusus; KBLI 52101 - Pergudangan dan Penyimpanan; KBLI 52104 - Penyimpanan Minyak dan Gas Bumi.
- GICS 10102030 Oil & Gas Refining & Marketing.
- KBLI 19212 - Manufacture of Lubricating Oils; KBLI 20117 - Manufacture of Organic Basic Chemicals Sourced from Petroleum, Natural Gas and Coal; KBLI 20118 - Manufacture of Organic Basic Chemicals producing specialty chemicals; KBLI 20119 - Other Organic Basic Chemicals Industry; KBLI 46610 - Wholesale Trade in Solid, Liquid and Gas Fuels and YBDI Products; KBLI 49432 - Motorized Transportation of Specialty Goods; KBLI 52101 - Warehousing and Storage; KBLI 52104 - Oil and Gas Storage.
- GICS 10102030 Oil & Gas Refining & Marketing.



Modal Ditempatkan dan Disetor Penuh

Issued and Fully Paid Capital

Rp3.413.526.000



Anggaran Dasar Perusahaan

Articles of Association of the Company

Anggaran Dasar perusahaan sebagaimana tertuang dalam Akta Notaris Nomor 35 Tanggal 23 September 2013 diubah oleh Notaris Lenny Janis Ishak, S.H., dan untuk itu telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia No.AHU-49848.A.01.01 tahun 2013 tanggal 25 September 2013 dan telah diubah beberapa kali terakhir sebagaimana dituangkan dalam Akta Notaris Nomor 04 tanggal 11 Mei 2022, dibuat oleh Notaris Lenny Janis Ishak, S.H., dan telah mendapat persetujuan perubahan Anggaran Dasar oleh Menteri Hukum dan Hak Asasi Manusia Nomor AHU-0033922.AH.01.02.Tahun 2022 tanggal 19 Mei 2022.

The company's Articles of Association as set forth in Notarial Deed No.35 dated September 23, 2013 was amended by Notary Lenny Janis Ishak, S.H., and for that purpose has been approved by the Minister of Law and Human Rights No.AHU-49848.A.01.01 of 2013 dated September 25, 2013 and has been amended several times last as set forth in Notarial Deed No. 04 dated May 11, 2022, made by Notary Lenny Janis Ishak, S.H., and has received approval for amendments to the Articles of Association by the Minister of Law and Human Rights No. AHU-0033922. AH.01.02.Year 2022 dated May 19, 2022.



Bentuk Badan Hukum [2-1-b]

Legal Entity

Perseroan Terbatas

Limited Liability Company



Kegiatan Usaha [C.4]

Business Activities

Produksi, pengolahan, perdagangan, pengangkutan, penyimpanan, distribusi dan pemasaran domestik dan ekspor pelumas, *grease*, special chemicals dan base oil serta bahan baku pelumas.

Production, processing, trading, transportation, storage, distribution and domestic and export marketing of lubricants, grease, special chemicals and base oil as well as lubricant raw materials.



Ruang Lingkup Pasar [C.3] [2-1-c]

Market Scope

Pasar nasional Indonesia, serta pasar internasional

Indonesian national market, as well as international markets



Jaringan Usaha [2-6]

Business Network

3 (tiga) pabrik, 1 kantor perwakilan/kantor pemasaran, 2 (dua) entitas anak, dan 1 (satu) entitas asosiasi.

3 (three) factories, 1 representative office/marketing office, 2 (two) subsidiaries, and 1 (one) associate entity.



Komposisi Pemegang Saham [2-1-b]

Shareholder Composition

99,95% PT Pertamina Patra Niaga **0,05%** PT Pertamina Pedeve Indonesia



Alamat Kantor Pusat [C.2] [2-1-c]

Head Office Address

Graha Pertamina,
Pertamax Tower, Lt. 15-17
Jl. Medan Merdeka Timur. No. 11-13
Gambir, Jakarta Pusat 10110
DKI Jakarta, Indonesia
ph. +62 21 3190 7190
fax. +62 21 314 8886
mail. pcc135@pertamina.com
www.pertaminalubricants.com



Media Sosial

Social Media



Pertamina
Lubricants



@Pertaminallub



@Pertaminallub



Pertamina
Lubricants



Pertamina
Lubricants



Sekretaris Perusahaan

Corporate Secretary

Rifqi Budi Prasetyo
Corporate Secretary
rifqi.prasetyo@pertamina.com

RIWAYAT SINGKAT PERUSAHAAN

Brief History of The Company



Sekilas tentang Pertamina Lubricants

Pertamina Lubricants, disebut juga sebagai “Perusahaan” atau “Pertamina Lubricants”, didirikan pada 23 September 2013 sebagai bagian dari pemisahan (*spin-off*) Unit Bisnis Pelumas PT Pertamina (Persero) pada 30 Oktober 2013. Pendirian Perusahaan didasarkan Akta No. 35 tanggal 23 September 2013 yang dibuat di hadapan Notaris Lenny Janis Ishak, S.H.

Perusahaan didirikan sebagai pelaksanaan amanat Undang-undang No. 22 Tahun 2001 tentang Minyak dan Gas. Tujuan pendirian Perusahaan adalah meningkatkan kekuatan bisnis Perusahaan di bidang usaha pelumas pada masa mendatang, melalui cakupan bisnis di dalam dan luar negeri. Perusahaan bertekad pada masa-masa mendatang dapat menjadi pelaku usaha pelumas kelas dunia.

Sebagai kelanjutan dari restrukturisasi PT Pertamina (Persero) menjadi *Holding* BUMN Migas, dan selesainya dokumen legal pembentukan *Subholding*, pada 1 September 2021 PT Pertamina (Persero) telah mengalihkan 99,95% saham kepemilikan Pertamina Lubricants kepada *Subholding Commercial & Trading*, PT Pertamina Patra Niaga. Hingga akhir tahun 2022 produk pelumas Pertamina Lubricants telah dipasarkan baik di pasar domestik maupun pasar luar negeri, mencakup Timor Leste, Tiongkok, Jepang, Filipina, Singapura, Malaysia, Australia, Thailand, Korea Selatan, Afrika Selatan, Bangladesh, Nigeria, Yaman, dan Nepal.

Informasi tentang Perubahan Nama

Sejak pendiriannya di tahun 2013 hingga kini, Perusahaan tidak pernah melakukan perubahan nama.

Brief History Of The Company

Pertamina Lubricants, hereinafter referred to as “Company” or “Pertamina Lubricants”, was established on September 23, 2013, as a part of spin-off from the Lubricants Business Unit of PT Pertamina (Persero) on October 30, 2013. The establishment of the Company was based on Deed No. 35 drawn up before Notary Lenny Janis Ishak, S.H.

The Company was established as an implementation of the mandate of Law No. 22 of 2001 concerning Oil and Gas. The purpose of establishing the Company is to increase the Company’s business strength in Lubricant business in the future, through business exposure at home and overseas. The Company is determined to become a world-class lubricant company in the future.

As a continuation of restructuring of PT Pertamina (Persero) into Oil and Gas SOE Holding, and completion of legal documents for the establishment of Subholding, on September 1, 2021 PT Pertamina (Persero) transferred 99.95% shares in Pertamina Lubricants to PT Pertamina Patra Niaga, Commercial & Trading Subholding. Until end of 2022, Pertamina Lubricants products have been marketed in both domestic and overseas markets, including Timor Leste, China, Japan, Philippines, Singapore, Malaysia, Australia, Thailand, South Korea, South Africa, Bangladesh, Nigeria, Yemen, and Nepal.

Information of Name Changes

Since its establishment in 2013 until now, the Company has never changed its name.



VISI, MISI, DAN TATA NILAI PERUSAHAAN

Vision, Mission and Corporate Values



Visi | Vision

Menjadi pemimpin solusi pelumas dan *specialty chemical* di Asia.

To be the leading Asian champion for lubricants and specialty chemical solutions.



Misi | Mission

1. Menjadi mitra terpercaya bagi pelanggan & rekan bisnis.
2. Menyediakan teknologi pelumas dan *specialty chemical* untuk seluruh kebutuhan pelanggan.
3. Mengembangkan talenta dan budaya *corporate* sebagai modal utama untuk keberhasilan.
4. Berkomitmen pada standar etika tinggi dukungan pada masyarakat setempat, dan kegiatan operasi yang aman serta bertanggung jawab terhadap lingkungan.

1. Become a trusted partner to customer & business counterparts.
2. Deliver lubricants and specialty chemical technologies for all customer needs.
3. Nurture talents and corporate culture as critical ingredients for success.
4. Commit to high ethical standards, local community support, and safe & environmentally responsible operations.

Di tahun 2022, Pertamina Lubricants melakukan perubahan visi dan misi dalam rangka mendukung visi PT Pertamina (Persero) menjadi "Global Energy Champion \$100 Billion Market Value Tahun 2024" dalam RJPP 2020- 2024 serta inisiatif strategis PT Pertamina (Persero) "Unlocking Portfolio Value to capture market capitalization" dan "Leadership and culture change". Selain itu, perubahan visi dan misi juga dilakukan untuk mendukung langkah-langkah strategis dalam rangka memperkuat strategi internal Perusahaan

In 2022, Pertamina Lubricants changed its vision and mission in order to support PT Pertamina (Persero)'s vision of becoming "Global Energy Champion \$100 Billion Market Value in 2024" in the 2020-2024 RJPP and PT Pertamina (Persero)'s strategic initiative "Unlocking Portfolio Value to capture market capitalization" and "Leadership and culture change". In addition, changes to the vision and mission were also made to support strategic actions to strengthen the Company's internal strategy.

Tata Nilai Perusahaan | Corporate Values

“AKHLAK” sebagai tata nilai Perusahaan ditetapkan melalui Surat Edaran Kementerian BUMN No. SE7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai-nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara.

“AKHLAK” as the Company’s values was stipulated through the Circular Letter of the Minister of SOE No. SE7/MBU/07/2020 dated July 1, 2020 concerning Core Values of Human Capital of State-Owned Enterprises.

AKHLAK



AMANAH | TRUSTWORTHY

Memegang teguh kepercayaan yang diberikan.
Upholding the trust given.



KOMPETEN | COMPETENT

Terus belajar dan mengembangkan kapabilitas.
Keep on learning and developing capabilities.



HARMONIS | HARMONIOUS

Saling peduli dan menghargai perbedaan.
Care for each other and respect differences.



LOYAL | LOYAL

Berdedikasi dan mengutamakan kepentingan bangsa dan negara.
Dedicated and prioritizing the interests of the nation.



ADAPTIF | ADAPTIVE

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.
Continuously innovating and enthusiastic in driving or facing changes



KOLABORATIF | COLLABORATIVE

Membangun kerjasama sinergis.
Building synergistic cooperation

KEGIATAN USAHA SERTA PRODUK DAN LAYANAN JASA

Business Activities, Products and Services

Kegiatan Usaha Berdasarkan Anggaran Dasar

Berdasarkan Anggaran Dasar Perusahaan, kegiatan usaha Pertamina Lubricants meliputi:

- Kode KBLI 19212 - Industri Pembuatan Minyak Pelumas
- Kode KBLI 20117 - Industri Kimia Dasar Organik yang Bersumber dari Minyak Bumi, Gas Alam dan Batu Bara.
- Kode KBLI 20118 - Industri Kimia Dasar Organik yang menghasilkan bahan kimia khusus.
- Kode KBLI 20119 - Industri Kimia Dasar Organik lainnya.
- Kode KBLI 46610 - Perdagangan Besar Bahan Bakar Padat, Cair dan Gas dan Produk YBDI.
- Kode KBLI 49432 - Angkutan Bermotor Untuk Barang Khusus.
- Kode KBLI 52101 - Pergudangan dan Penyimpanan.
- Kode KBLI 52104 - Penyimpanan Minyak dan Gas Bumi.

Seluruh kegiatan di atas telah dilakukan oleh Perusahaan.

Sampai dengan akhir periode pelaporan, kegiatan usaha yang dijalankan Perusahaan dan menjadi bagian dari informasi pelaporan meliputi:

- Segmen Operasi Kegiatan Produksi;
- Segmen Operasi Kegiatan Pemasaran;
- Segmen Operasi Kegiatan Pergudangan dan Distribusi;
- Segmen Operasi Kegiatan Penunjang.

Business Activities Based on the Articles of Association

Based on the Company's Articles of Association, the business activities of Pertamina Lubricants are:

- KBLI code 19212 - Lubricating Oil Manufacturing Industry
- KBLI code 20117 - Basic Organic Chemical Industry Derived from Petroleum, Natural Gas and Coal.
- KBLI code 20118 - Basic Organic Chemical Industry that produces specialty chemicals.
- KBLI code 20119 - Other Basic Organic Chemical Industry.
- KBLI code 46610 - Wholesale Trade in Solid, Liquid and Gas Fuels and YBDI Products.
- KBLI code 49432 - Motorized Transportation of Special Goods.
- KBLI code 52101 - Warehousing and Storage.
- KBLI code 52104 - Oil and Gas Storage.

All of the above activities have been carried out by the Company.

Until the end of reporting period, the Company's business activities and become part of the reporting information includes:

- Operational Segment of Production Activities;
- Operational Segment of Marketing Activities;
- Operational Segment of Warehousing and Distribution Activities;
- Operational Segment of Supporting Activities.



Produk dan Jasa Dihasilkan dari Kegiatan Usaha

Produk yang dihasilkan Perusahaan dari kegiatan usaha yang dijalankan terdiri dari pelumas, *grease*, dan *specialties*. Jasa yang dihasilkan Perusahaan dari kegiatan usaha yang dijalankan mencakup Oil Clinic, dan *Integrated Lubrication Management Academy* (ILMA).

- Produk Otomotif
- Produk Industri
- *Specialties Chemicals*
- Lubricants Technology Center
- Laboratorium Riset & Pengembangan Produk
- Oil Clinic
- ILMA

Products and Services from Business Activities

The Company's products from its business activities consist of lubricants, greases, and specialties. Meanwhile, the services from the Company's business activities include Laboratorium Oil Clinic, and Integrated Lubrication Management Academy (ILMA).

- Automotive products
- industrial products
- Specialties Chemicals
- Lubricants Technology Center
- Product Research & Development Laboratory
- Oil Clinic
- ILMA



WILAYAH OPERASIONAL DAN RANTAI BISNIS

Operational Area and Business Chain



Perusahaan memiliki 3 (tiga) unit pabrik di Indonesia yaitu *Production Unit* Jakarta, *Production Unit* Cilacap, dan *Production Unit* Gresik; serta 1 (satu) unit pabrik di Thailand yang dioperasikan entitas anak, Pertamina Lubricants Thailand Co.Ltd. Perusahaan juga mengoperasikan kantor perwakilan/ kantor pemasaran di mancanegara yakni di Australia.

Perusahaan juga memasarkan produknya ke 14 negara, mencakup Timor Leste, Tiongkok, Jepang, Filipina, Singapura, Malaysia, Australia, Thailand, Korea Selatan, Afrika Selatan, Bangladesh, Nigeria, Yaman, dan Nepal.

UNIT PRODUKSI JAKARTA JAKARTA PRODUCTION UNIT

Alamat: Jl. Jampea No.2227, RW.1, Koja, Kec. Koja, Kota Jkt Utara, Daerah Khusus Ibukota Jakarta, Indonesia 14220
Telepon | Phone: (021) 3148886

UNIT PRODUKSI GRESIK GRESIK PRODUCTION UNIT

Alamat: Jl. Harun Thohir No.77, Singosari, Puloancikan, Kec. Gresik, Kabupaten Gresik, Jawa Timur, Indonesia 61113
Telepon | Phone: (031) 39930603

The Company has 3 (three) factories in Indonesia, namely Jakarta Production Unit, Cilacap Production Unit, and Gresik Production Unit; and one factory in Thailand which is operated by a subsidiary: Pertamina Lubricants Thailand Co.Ltd. The Company operates overseas representative offices/marketing offices in Australia.

The company also markets its products to 14 countries, including Timor Leste, China, Japan, the Philippines, Singapore, Malaysia, Australia, Thailand, South Korea, South Africa, Bangladesh, Nigeria, Yemen and Nepal.

UNIT PRODUKSI CILACAP CILACAP PRODUCTION UNIT

Alamat: 8253+RFM, Banyusrep, Lwomani, Kec. Cilacap Tengah, Kabupaten Cilacap, Jawa Tengah, Indonesia 53221
Telepon | Phone: (0282) 546494

KANTOR PERWAKILAN/KANTOR PEMASARAN REPRESENTATIVE OFFICE/MARKETING OFFICE

Alamat: A1/410 Botany Rd, Beaconsfield, NSW 2015
Telepon | Phone: -

Rantai pasokan Perusahaan meliputi distributor dan transportir/logistik pihak ketiga sebagai pihak yang menjadi bagian dalam jaringan pemasaran dan distribusi produk Pertamina Lubricants hingga ke pengguna akhir. Pembahasan tentang pemasok mencakup distributor dan transportir/logistik dan upaya Perusahaan dalam membangun kemitraan bersama pemasok dapat dilihat pada bab keberlanjutan dalam Laporan Tahunan Terintegrasi ini.

The Company's supply chain includes distributors and third party transportir/logistics as parties who are part of the marketing and distribution network of Pertamina Lubricants products to end users. Discussion on suppliers, includes distributors and transportir/logistics and the Company's efforts to build partnerships with suppliers, can be seen in the sustainability chapter in this Integrated Annual Report.



KEANGGOTAAN DALAM ASOSIASI

Membership in Association

Sampai dengan 31 Desember 2022 Perusahaan secara resmi telah bergabung sebagai anggota pada beberapa asosiasi dan organisasi.

As of December 31, 2022, the Company has officially has joined as a member of several associations and organizations.

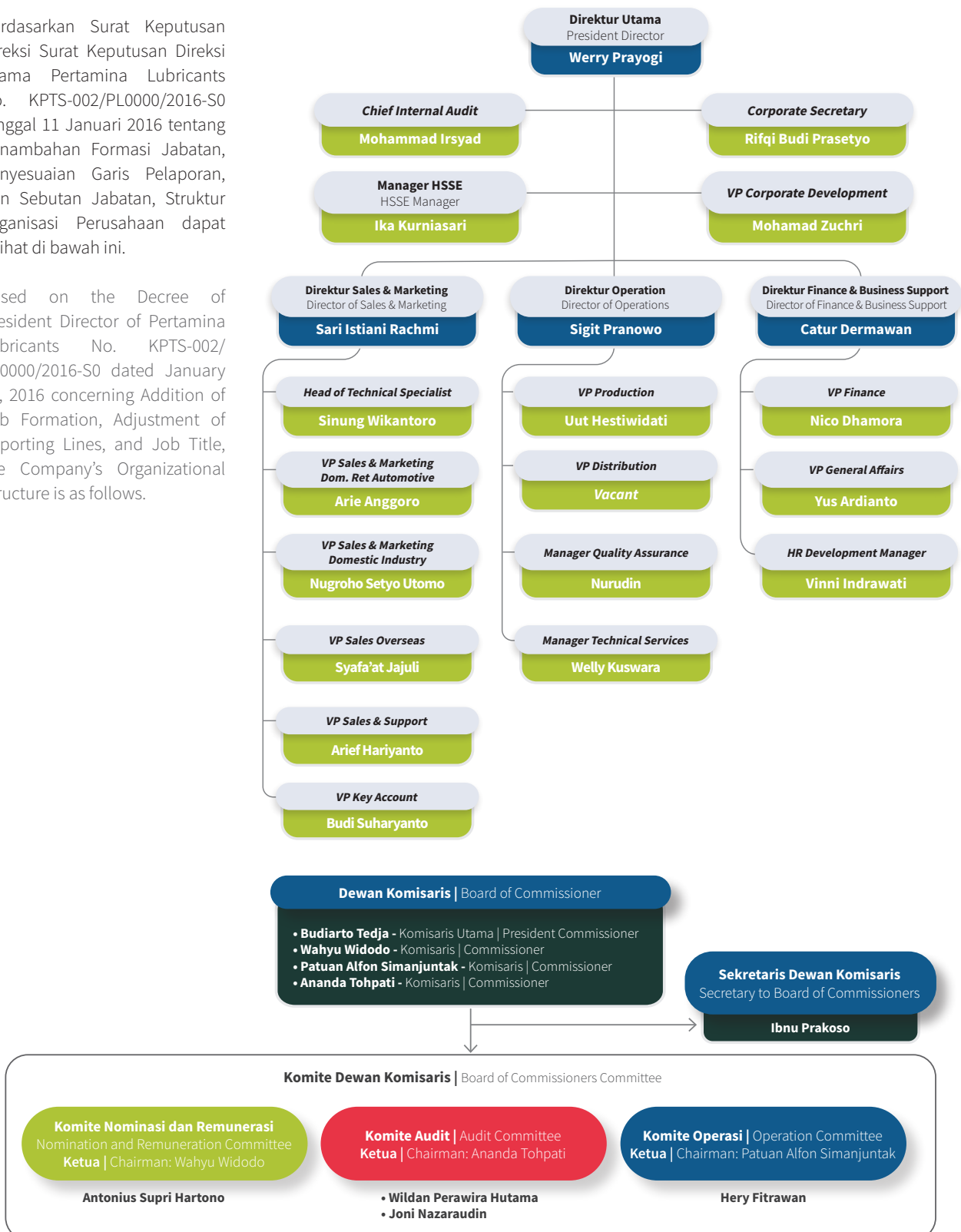
Nama Asosiasi Association Name	Kedudukan dalam Asosiasi Position in the Association	Manfaat Benefits	Lingkup Scope
Asosiasi Pelumas Indonesia (ASPELINDO) 	Pengurus dan Anggota	- Bersama pelaku industri pelumas nasional lainnya mempercepat pertumbuhan industri pelumas nasional. - Sebagai wadah untuk menyalurkan aspirasi perusahaan atau industri ke pemangku kepentingan khususnya Pemerintah - Meningkatkan kekuatan "<i>bargaining</i>" kepada pemangku kepentingan tertentu, khususnya terkait kebijakan industri pelumas.	Nasional
Indonesian Lubricants Association (ASPELINDO)	Management and Member	- Together with other national lubricant industry players can accelerate the growth of national lubricant industry. - As a forum for channeling the aspirations of companies or industries to stakeholders, especially the government. - Increasing the power of bargaining to certain stakeholders, especially related to the lubricant industry policy.	National

STRUKTUR ORGANISASI

Organizational Structure

Berdasarkan Surat Keputusan Direksi Surat Keputusan Direksi Utama Pertamina Lubricants No. KPTS-002/PL0000/2016-S0 tanggal 11 Januari 2016 tentang Penambahan Formasi Jabatan, Penyesuaian Garis Pelaporan, dan Sebutan Jabatan, Struktur Organisasi Perusahaan dapat dilihat di bawah ini.

Based on the Decree of President Director of Pertamina Lubricants No. KPTS-002/PL0000/2016-S0 dated January 11, 2016 concerning Addition of Job Formation, Adjustment of Reporting Lines, and Job Title, the Company's Organizational Structure is as follows.



*Susunan Dewan Komisaris Ytd Desember 2022 | Board of Commissioners Structure as of December 2022

SUSUNAN DAN PROFIL DEWAN KOMISARIS

Board of Commissioners Structure and Profile

Kronologi Perubahan Susunan Dewan Komisaris di Sepanjang Tahun 2022
Chronology of Changes in the Composition of Board of Commissioners Throughout 2022

Periode 1 Januari s.d 30 September 2022 Period of January 1 to September 30, 2022	Periode 30 September s.d 31 Desember 2022 Period of September 30 to December 31, 2022	Keterangan Description
Dewi Yustisiana (Komisaris Utama) (President Commissioner)		Dewi Yustisiana tidak lagi menjabat Komisaris Utama sejak 30 September 2022 dengan alasan Penyebaran Organisasi. Dewi Yustisiana no longer served as President Commissioner since September 30, 2022 for Organizational refreshment reason.
Patuan Alfons Simanjuntak (Komisaris) (Commissioner)	Patuan Alfons Simanjuntak (Komisaris) (Commissioner)	-
Agustianto Batubara (Komisaris) (Commissioner)		Agustianto Batubara tidak lagi menjabat Komisaris Utama sejak 30 September 2022 dengan alasan Penyebaran Organisasi. Agustianto Batubara no longer served as Commissioner since September 30, 2022 for Organizational refreshment reason.
Ananda Tohpati (Komisaris) (Commissioner)	Ananda Tohpati (Komisaris) (Commissioner)	-
	Budiarto Tedja (Komisaris Utama) (President Commissioner)	Budiarto Tedja menjabat Komisaris Utama sejak 30 September 2022. Budiarto Tedja started to serve as President Commissioner since September 30, 2022
	Wahyu Widodo (Komisaris) (Commissioner)	Wahyu Widodo menjabat Komisaris sejak 30 September 2022. Wahyu Widodo started to serve as Commissioner since September 30, 2022

Wahyu Widodo
Komisaris
Commissioner

Budiarto Tedja
Komisaris Utama
President Commissioner

Patuan Alfon Simanjuntak
Komisaris
Commissioner

Ananda Tohpati
Komisaris
Commissioner





BUDIARTO TEDJA

Komisaris Utama | President Commissioner

Periode jabatan: 30 September 2022 s.d

29 September 2025, Periode ke-1

Term of Office: September 30, 2022 until

September 29, 2025, 1st period

Warga Negara Indonesia

Kelahiran Cirebon, 27 Mei 1964

Usia 58 tahun

Berdomisili di DKI Jakarta, Indonesia

Indonesian Citizen

Born in Cirebon, May 27, 1964

58 years old

Domiciled in DKI Jakarta, Indonesia

Riwayat Jabatan dan Pengangkatan

Menjabat Komisaris Utama berdasarkan Surat Keputusan Pemegang Saham Sirkuler tanggal 30 September 2022 dengan masa jabatan hingga 29 September 2025. Sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris PT Pertamina Lubricants.

Office and Appointment History

Served as President Commissioner based on the Circular Shareholders Resolution dated September 30, 2022, with term of office until September 29, 2025. Prior to this, had never served on the Company's Board of Commissioners.

Riwayat Pendidikan

- Doktor PhD (Cand) Administrasi Bisnis, Universitas Brawijaya (2022);
- Magister Manajemen, M.M., Jurusan Manajemen, Universitas Sriwijaya, Palembang (2000);
- Sarjana Teknik, S.T., Jurusan Teknik Mesin, Universitas Trisakti, Jakarta (1988).

Educational Background

- PhD (Cand) Business Administration, University of Brawijaya (2022);
- Master of Management, M.M., Department of Management, Sriwijaya University, Palembang (2000);
- Bachelor of Engineering, S.T., Department of Mechanical Engineering, Trisakti University, Jakarta (1988).

Riwayat Profesi

- Presiden Direktur PT Patra SK (2019-2022);
- *Vice President* KAM Pertamina Lubricants (2016-2019);
- *Head of Technical Specialist* Pertamina Lubricants (2016);
- *Group Head Technical Support Specialist* Pertamina Lubricants (2013-2016);

Professional History

- President Director of PT Patra SK (2019-2022);
- Vice President KAM of Pertamina Lubricants (2016-2019)
- Head of Technical Specialist of Pertamina Lubricants (2016);
- Group Head Technical Support Specialist of Pertamina Lubricants (2013-2016);

Rangkap Jabatan

Di Dalam Perusahaan: tidak ada.

Di Luar Perusahaan: tidak ada.

Concurrent Position

Within the Company: none

Outside the Company: none

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

Affiliation

Has no affiliation with Board of Directors, other member of Board of Commissioners, as well as major and controlling shareholders.



PATUAN ALFON SIMANJUNTAK

Komisaris | Commissioner

Periode jabatan: 31 Desember 2018 s.d

30 Desember 2024, Periode ke-2

Term of Office: December 31, 2018 until

December 30, 2024, 2nd Period

Warga Negara Indonesia

Kelahiran Jakarta, 28 Oktober 1966

Usia 56 tahun

Berdomisili di DKI Jakarta, Indonesia

Indonesian Citizen

Born in Jakarta, October 28, 1966

56 years old

Domiciled in DKI Jakarta Indonesia

Riwayat Jabatan dan Pengangkatan

Menjabat Komisaris berdasarkan Surat Keputusan Pemegang Saham Sirkuler tanggal 31 Desember 2018 dan Surat Keputusan Pemegang Saham Sirkuler tanggal 31 Desember 2021 dengan masa jabatan hingga 30 Desember 2024. Sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris PT Pertamina Lubricants.

Office and Appointment History

Appointed as Commissioner based on the Circular Shareholders Resolution dated December 31, 2018, and the Circular Shareholder Resolution dated December 31, 2021, with a term of office until December 30, 2024. Prior to this, had never serve in in the Company's Board of Commissioners.

Riwayat Pendidikan

- Doktor Teknik Metalurgi dan Material, Dr., Jurusan Teknik Metalurgi dan Material, Universitas Indonesia, Depok (2013);
- Magister Keselamatan dan Kesehatan Kerja, M.KKK., Jurusan Keselamatan dan Kesehatan Kerja, Universitas Indonesia, Depok (2006);
- Magister Manajemen, M.M., Jurusan Manajemen, STIE IPWIJA, Jakarta (2003);
- Sarjana Teknik, S.T., Jurusan Teknik Perminyakan, Universitas Trisakti, Jakarta (1992).

Educational Background

- Doctor of Metallurgical and Materials Engineering, Dr., Department of Engineering Metallurgy and Materials Engineering, University of Indonesia, Depok (2013);
- Master of Occupational Safety and Health, M.KKK., Department of Occupational Safety and Health, University of Indonesia, Depok (2006);
- Master of Management, M.M., Department of Management, STIE IPWIJA, Jakarta (2003);
- Bachelor of Engineering, S.T., Department of Petroleum Engineering, Trisakti University, Jakarta (1992).

Riwayat Profesi

- Sekretaris BPH Migas (2022-sekarang)
- Direktur Bahan Bakar Minyak, Badan Pengatur Hilir Minyak dan Gas Bumi (BPH Migas) (2018-sekarang);
- Kepala Pusat Penelitian dan Pengembangan Teknologi Minyak dan Gas Bumi "LEMIGAS", Badan Penelitian dan Pengembangan Energi dan Sumber Daya Mineral (2018);
- Direktur Teknik dan Lingkungan Minyak dan Gas Bumi, Direktorat Jenderal Minyak dan Gas Bumi (2017-2018);
- Kepala Subdirektorat Pengembangan Wilayah Kerja Minyak dan Gas Bumi Non Konvensional, Subdirektorat Pengembangan Wilayah Kerja Minyak dan Gas Bumi Non Konvensional (2015-2017).

Professional History

- Secretary of BPH Migas (2022-present);
- Director of Oil Fuels, Downstream Oil and Gas Regulatory Agency (BPH Migas) (2018-present);
- Head of Research and Development Center for Oil and Gas Technology "LEMIGAS," Energy and Mineral Resources Research and Development Agency (2018);
- Director of Engineering and Environmental Affairs of Oil and Gas, Directorate General of Oil and Gas (2017-2018);
- Head of Subdirektorat for Unconventional Oil and Gas Working Area Development, Subdirektorat for Unconventional Oil and Gas Working Area Development (2015-2017).

Rangkap Jabatan

Di Dalam Perusahaan: Ketua Komite Operasi (2020-sekarang)

Di Luar Perusahaan: Direktur Bahan Bakar Minyak, Badan Pengatur Hilir Minyak dan Gas Bumi (BPH Migas) (2018-sekarang).

Concurrent Position

Within the Company: Head of Operation Committee (2020-present)

Outside the Company: Director of Oil Fuels, Downstream Oil and Gas Regulatory Agency (BPH Migas) (2018-present).

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Direksi dan anggota Dewan Komisaris lainnya. Namun beliau memiliki hubungan afiliasi dengan Pemerintah Indonesia selaku entitas pemilik akhir Perusahaan melalui rangkap jabatan yang dimiliki.

Affiliation

Has no affiliation with Board of Directors and other members of Board of Commissioners. However, is affiliated with the Government of Indonesia as the ultimate owner entity of the Company through the concurrent position held.

**ANANDA TOHPATI****Komisaris | Commissioner**

Periode jabatan: 8 Agustus 2018 s.d

30 Agustus 2024, Periode ke-2

Term of office: August 8, 2018 until

August 30, 2024, 2nd period

Warga Negara Indonesia

Kelahiran Bandar Lampung, 9 Desember 1983

Usia 39 tahun

Domisili DKI Jakarta, Indonesia

Indonesian Citizen

Born in Bandar Lampung, December 9, 1983

39 years old

Domiciled in DKI Jakarta, Indonesia

Riwayat Jabatan dan Pengangkatan

Menjabat Komisaris berdasarkan Surat Keputusan Pemegang Saham Sirkuler tanggal 8 Agustus 2018 dan Surat Keputusan Pemegang Saham Sirkuler tanggal 31 Agustus 2021 dengan masa jabatan hingga 30 Agustus 2024. Sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris PT Pertamina Lubricants.

Office and Appointment History

Appointed as Commissioner based on the Circular Shareholder Resolution dated December 31, 2018, and Circular Shareholder Resolution dated December 31, 2021, with a term of office until December 30, 2024. Prior to this, has never held a position in the Company's Board of Commissioners.

Riwayat Pendidikan

- Magister Kajian Ketahanan Nasional, M.Si., Jurusan Kajian Ketahanan Nasional, Universitas Indonesia, Depok (2013);
- Sarjana Psikologi, S.Psi., Jurusan Psikologi, Universitas Tarumanegara, Jakarta (2009).

Educational Background

- Master of National Resilience Studies (M.Si.) in National Resilience Studies, University of Indonesia, Depok (2013);
- Bachelor of Psychology (S.Psi.), in Psychology, Tarumanegara University, Jakarta (2009).

Riwayat Profesi

- Ketua Dewan Pengarah Asosiasi Profesi Pengelolaan Limbah dan Emisi Indonesia (APPLIED) (2016-sekarang);
- Ketua Dewan Pengarah Lembaga Sertifikasi Profesi Limbah Industri dan Sampah (LSP LALINSA) (2016-2018);
- Direktur Institute Paradigma Wasantara (2015-2018);
- Wakil Direktur Institut Paradigma Indonesia (2012-2015).

Professional History

- Chairman of Supervisory Board of the Indonesian Waste and Emissions Management Professional Association (APPLIED) (2016-present);
- Chairman of Supervisory Board of the Industrial Waste and Trash Professional Certification Institution (LSP LALINSA) (2016-2018);
- Director of Institute Paradigma Wasantara (2015-2018);
- Vice Director of Institut Paradigma Indonesia (2012-2015).

Rangkap Jabatan

Di Dalam Perusahaan: Ketua Komite Audit (2020-sekarang).

Di Luar Perusahaan: tidak ada.

Concurrent Position

Within the Company: Head of Audit Committee (2020-present).

Outside the Company: none.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

Affiliation

Has no affiliation with Board of Directors, other member of Board of Commissioners, as well as major and controlling shareholders.



WAHYU WIDODO

Komisaris | Commissioner

Periode jabatan: 30 September 2022 s.d

29 September 2025, Periode ke-1

Term of Office: September 30, 2022 until
September 29, 2025, 1st period

Warga Negara Indonesia

Kelahiran Jakarta, 15 Februari 1961

Usia 61 tahun

Domisili DKI Jakarta, Indonesia

Indonesian Citizen

Born in Jakarta, February 15, 1961

61 years old

Domiciled in DKI Jakarta, Indonesia

Riwayat Jabatan dan Pengangkatan

Menjabat Komisaris berdasarkan Surat Keputusan Pemegang Saham Sirkuler tanggal 30 September 2022 dengan masa jabatan hingga hingga 29 September 2025. Sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris PT Pertamina Lubricants.

Office and Appointment History

Appointed as Commissioner based on the Circular Shareholder Resolution dated September 30, 2022, with a term of office until September 29, 2025. Prior to this, has never held a position in the Company's Board of Commissioners

Riwayat Pendidikan

- Sarjana Hukum, S.H., Jurusan Hukum, Universitas Kristen Indonesia, Jakarta (1990).

Educational Background

- Bachelor of Law (S.H), in Legal Studies, University of Kristen Indonesia, Jakarta (1990)

Riwayat Profesi

- Komisaris Utama PT Perkebunan Nusantara X (2020-sekarang);
- Direktur Utama PT Bank DKI (2018-2019);
- Direktur Utama PT Bringin Srikandi Finance (2018);
- Berkarir di PT Bank Rakyat Indonesia (Persero) Tbk dengan menjabat beberapa posisi penting seperti Pemimpin Cabang Khusus (2015-2018), Wakil Pemimpin Wilayah Surabaya Bidang Bisnis (2013), Wakil Pemimpin Wilayah Medan Bidang Bisnis (2010), Wakil Pemimpin Wilayah Padang Bidang Bisnis (2009).

Professional History

- President Commissioner of PT Perkebunan Nusantara X (2020 – present);
- President Director of PT Bank DKI (2018-2019);
- President Director of PT Bringin Srikandi Finance (2018);
- Pursued career at PT Bank Rakyat Indonesia (Persero) Tbk holding several important positions such as Special Branch Manager (2015-2018), Deputy Regional Leader Surabaya for Business (2013), Deputy Regional Leader Medan for Business (2010), Deputy Regional Leader Padang for Business (2009).

Rangkap Jabatan

Di Dalam Perusahaan: tidak ada

Di Luar Perusahaan: Komisaris Utama PT Perkebunan Nusantara X (2020-sekarang).

Concurrent Position

Within the Company: none

Outside the Company: President Commissioner of PT Perkebunan Nusantara X (2020-present).

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

Affiliation

Has no affiliation with Board of Directors, other member of Board of Commissioners, as well as major and controlling shareholders.

SUSUNAN DAN PROFIL DIREKSI

Composition and Profile of Board of Directors

Kronologi Perubahan Susunan Direksi di Sepanjang Tahun 2022 Chronology of Changes in Board of Directors Throughout 2022

Periode 1 Januari s.d 3 Januari 2022 Period of January 1 to January 3, 2022	Periode 3 Januari s.d 4 April 2022 Period of January 3 to April 4, 2022	Keterangan Description
Ageng Giriyono (Direktur Utama) (President Director)		Ageng Giriyono tidak lagi menjabat Direktur Utama sejak 3 Januari 2022 dengan alasan berakhirnya masa jabatan. Ageng Giriyono no longer served as President Director since January 3, 2022, due to the expiration of term.
Werry Prayogi (Direktur Operasi) (Director of Operations)	Werry Prayogi (Direktur Operasi) (Director of Operations)	Werry Prayogi diangkat untuk menjabat Direktur Utama sejak 4 April 2022. Werry Prayogi was appointed as President Director since April 4, 2022.
Sari Istiani Rachmi (Direktur Sales & Marketing) (Director of Sales & Marketing)	Sari Istiani Rachmi (Direktur Sales & Marketing) (Director of Sales & Marketing)	-
Catur Dermawan (Direktur Finance & Business Support) (Director of Finance & Business Support)	Catur Dermawan (Direktur Finance & Business Support) (Director of Finance & Business Support)	-
	Sigit Pranowo (Direktur Operasi) (Director of Operations)	Sigit Pranowo menjabat Direktur Operasi sejak 4 April 2022. Sigit Pranowo started to serve as Director of Operations since April 4, 2022.

Sigit Pranowo

Direktur Operasi
Operation Director

Werry Prayogi

Direktur Utama
President Director

Sari Istiani Rachmi

Direktur Sales & Marketing
Sales & Marketing Director

Catur Dermawan

Direktur Finance & Business Support
Finance & Business Support Director





Warga Negara Indonesia

Kelahiran Jakarta, 25 September 1965
Usia 57 tahun
Domisili DKI Jakarta, Indonesia

Riwayat Jabatan dan Pengangkatan

Menjabat Direktur Utama berdasarkan Surat Keputusan Pemegang Saham Sirkuler tanggal 4 April 2022 dengan masa jabatan hingga tanggal 3 April 2025. Sebelumnya beliau menjabat Direktur Operasi yang diangkat berdasarkan Surat Keputusan Pemegang Saham Sirkuler tanggal 26 Juli 2021. Sebelum itu beliau tidak pernah menjabat dalam jajaran Direksi PT Pertamina Lubricants.

Riwayat Pendidikan

- Magister Manajemen, M.M., Jurusan Manajemen, Universitas Gadjah Mada (2000);
- Sarjana Ekonomi, S.E., Jurusan Ekonomi Umum, Universitas Andalas (1989).

Riwayat Profesi

- Direktur Utama PT Pertamina Lubricants (2022-sekarang);
- Direktur Operasi PT Pertamina Lubricants (2021-2022);
- Executive *General Manager* (GM) Regional Jawa Bagian Barat, PT Pertamina (Persero), Jakarta (2020-2021);
- GM *Marketing Operation Region V* Surabaya, Jawa Timur, PT Pertamina (Persero) (2019-2020);
- GM *Marketing Operation Region VII* Makassar, Sulawesi, PT Pertamina (Persero) (2018-2019);
- *Manager Channel Management*, Dit. PMS & Niaga, Jakarta, PT Pertamina (Persero) (2017-2018);
- *Manager Marketing & Technical Support*, Dit. PMS & Niaga, Jakarta, PT Pertamina (Persero) (2016-2017);
- Lubricants Sales Region Manager - PT Pertamina Lubricants - Medan, Sumatera 1 (2013-2016)
- Sales Region IV Manager (Pelumas) Semarang, PT Pertamina (Persero) (2012-2013);
- Assistant Manager Business Development, Dit. PMS & Niaga (Pelumas) PT Pertamina (Persero) (2009-2012);
- Direktur Operasi Dit. Pemasaran & Niaga PT Pertamina Retail (2006-2009).

Rangkap Jabatan

Di Dalam Perusahaan: tidak ada.
Di Luar Perusahaan: tidak ada.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama dan Pengendali.

WERRY PRAYOGI

Direktur Utama | President Director

Periode jabatan: 4 April 2022 s.d 3 April 2025, Periode ke-1
Term of Office: April 4, 2022 to April 3, 2025, 1st period

Indonesian Citizen

Born in Jakarta, September 25, 1965
57 years old
Domiciled in DKI Jakarta, Indonesia

Office and Appointment History

Appointed as President Director based on the Circular Shareholders Resolution dated April 4, 2022, with a term of office until April 3, 2025. Previously served as Director of Operations, appointed based on the Circular Shareholders Resolution dated July 26, 2021. Prior to that, had never served in the Company's Board of Directors.

Educational Background

- Master of Management (M.M.), majoring in Management, Gadjah Mada University (2000);
- Bachelor of Economic (S.E), Majoring in General Economy, Andalas University (1989).

Professional History

- President Director PT Pertamina Lubricants (2022-present);
- Director of Operations PT Pertamina Lubricants (2021-2022);
- Executive GM Regional West Java PT Pertamina (Persero), Jakarta (2020-2021);
- GM Marketing Operation Region V PT Pertamina (Persero) Surabaya, East Java (2019-2020);
- GM Marketing Operation Region VII PT Pertamina (Persero) Makassar, Sulawesi (2018-2019);
- Channel Management Manager PT Pertamina (Persero) Dit. Pms & Commerce, Jakarta (2017-2018);
- Marketing & Technical Support Manager PT Pertamina (Persero) Dit. Pms & Commerce, Jakarta (2016-2017)
- Lubricants Sales Region Manager PT Pertamina Lubricants Medan, Sumatera 1 (2013-2016);
- Sales Region IV Manager (Lubricants) PT Pertamina (Persero), Semarang (2012-2013);
- Assistant Manager Business Development PT Pertamina (Persero) Dept. Marketing & Commerce (Lubricants) (2009-2012);
- Director of Operations AP Dit. Marketing & Commerce PT Pertamina Retail (2006-2009).

Concurrent Position

Within the Company: None
Outside the Company: None

Affiliation

Has no affiliation with Board of Directors, other member of Board of Commissioners, as well as major and controlling shareholders.



SIGIT PRANOWO

Direktur Operasi | Director of Operations

Periode jabatan: 4 April 2022 s.d 3 April 2025, Periode ke-1

Term of Office: April 4, 2022 to April 3, 2025, 1st period

Warga Negara Indonesia

Kelahiran Ponorogo, 11 Juni 1975

Usia 47 tahun

Domisili DKI Jakarta, Indonesia

Indonesian Citizen

Born in Ponorogo, June 11, 1975

47 years old

Domiciled in DKI Jakarta, Indonesia

Riwayat Jabatan dan Pengangkatan

Menjabat Direktur Operasi berdasarkan Surat Keputusan Pemegang Saham Sirkuler tanggal 4 April 2022 dengan masa jabatan hingga hingga 3 April 2025. Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi PT Pertamina Lubricants.

Office and Appointment History

Appointed as Director of Operation based on the Circular Shareholders Resolution dated April 4, 2022, with a term of office until April 3, 2025. Prior to that, had never served in the Company's Board of Directors.

Riwayat Pendidikan

- Magister Manajemen, M.M., Jurusan Manajemen, Universitas Diponegoro (2012);
- Sarjana Teknik Kimia, S.T., Jurusan Teknik Kimia, Institut Teknologi Sepuluh Nopember (1999).

Educational Background

- Master of Management (M.M.), Majoring in Management, Diponegoro University (2012);
- Bachelor of Chemical Engineering (S.T.), Majoring in Chemical Engineering, Sepuluh Nopember Institute of Technology (1999).

Riwayat Profesi

- Vice President Key Account PT Pertamina Lubricants (2019-2022);
- Vice President Sales & Marketing Domestic Industry PT Pertamina Lubricants (2019);
- Vice President Distribution PT Pertamina Lubricants (2017-2018);
- Vice President Overseas PT Pertamina Lubricants (2013-2017).

Professional History

- Vice President Key Account PT Pertamina Lubricants (2019-2022);
- Vice President Sales & Marketing Domestic Industry PT Pertamina Lubricants (2019);
- Vice President Distribution PT Pertamina Lubricants (2017-2018);
- Vice President Overseas PT Pertamina Lubricants (2013-2017).

Rangkap Jabatan

Di Dalam Perusahaan: tidak ada.

Di Luar Perusahaan: ketua Umum Aspelindo periode (2023 -2026)

Concurrent Position

Within the Company: None

Outside the Company: chairman of Aspelindo (2023-2026)

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama dan Pengendali.

Affiliation

Has no affiliation with Board of Directors, other member of Board of Commissioners, as well as major and controlling shareholders.



SARI ISTIANI RACHMI

Direktur Sales & Marketing / Director of Sales & Marketing

Periode jabatan: 5 Mei 2021 s.d 4 Mei 2024, Periode ke-1

Term of Office: May 5, 2021 until May 4, 2024, 1st period

Warga Negara Indonesia

Kelahiran Bandung, 2 Oktober 1981

Usia 41 tahun

Domisili DKI Jakarta, Indonesia

Indonesian Citizen

Born in Bandung, October 2, 1981

41 years old

Domiciled in DKI Jakarta, Indonesia

Riwayat Jabatan dan Pengangkatan

Menjabat Direktur Sales & Marketing berdasarkan Surat Keputusan Pemegang Saham Sirkuler tanggal 5 Mei 2021 dengan masa jabatan hingga hingga 4 Mei 2024. Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi PT Pertamina Lubricants.

Office and Appointment History

Appointed as Director of Sales & Marketing based on the Circular Shareholders Resolution dated May 5, 2021, with a term of office until May 4, 2024. Prior to that, had never served in the Company's Board of Directors.

Riwayat Pendidikan

- Sarjana Akuntansi, S.Ak., Jurusan Akuntansi, Universitas Indonesia (2005).

Educational Background

- Bachelor of Accounting (S.Ak), Majoring in Accounting, University of Indonesia (2005).

Riwayat Profesi

- Manajer Optimisasi Bisnis Retail PT Shell Indonesia (2020-2021);
- Manajer Penjualan Retail Nasional PT Shell Indonesia (2017-2019);
- Manajer Operasional Retail PT Shell Indonesia (2014-2017).

Professional History

- Retail Business Optimization Manager, PT Shell Indonesia (2020-2021);
- National Retail Sales Manager, PT Shell Indonesia (2017-2019);
- Retail Operations Manager, PT Shell Indonesia (2014-2017).

Rangkap Jabatan

Di Dalam Perusahaan: tidak ada.

Di Luar Perusahaan: tidak ada.

Concurrent Position

Within the Company: None

Outside the Company: None

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama dan Pengendali.

Affiliation

Has no affiliation with Board of Directors, other member of Board of Commissioners, as well as major and controlling shareholders



CATUR DERMAWAN

Direktur *Finance & Business Support*

Director of Finance & Business Support

Periode jabatan: 26 Juli 2021 s.d 25 Juli 2024, Periode ke-1

Term of Office: July 26, 2021 until July 25, 2024, 1st period

Warga Negara Indonesia

Kelahiran Jakarta, 10 Desember 1973

Usia 49 tahun

Domisili DKI Jakarta, Indonesia

Indonesian Citizen

Born in Jakarta, December 10, 1973

49 years old

Domiciled in DKI Jakarta, Indonesia

Riwayat Jabatan dan Pengangkatan

Menjabat Direktur *Finance & Business Support* berdasarkan Surat Keputusan Pemegang Saham Sirkuler tanggal 26 Juli 2021 dengan masa jabatan hingga 25 Juli 2024. Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi PT Pertamina Lubricants.

Office and Appointment History

Appointed as Director of Finance & Business Support based on the Circular Shareholders Resolution dated July 26, 2021, with a term of office until July 25, 2024. Prior to that, had never served in the Company's Board of Directors.

Riwayat Pendidikan

- Magister Manajemen, Universitas Sriwijaya (2009);
- Sarjana Ekonomi, S.E., Jurusan Akuntansi, Universitas Jenderal Soedirman (1996).

Educational Background

- Master of Management, Sriwijaya University (2009);
- Bachelor of Economics (S.E.), Majoring in Accounting, Jenderal Soedirman University (1996).

Riwayat Profesi

- Director of Finance PT Pertamina Bina Medika (2019 - 2021);
- Manager BP&D Finance (2017 - 2019);
- Manager Account Payable (2017).

Professional History

- Finance Director of PT Pertamina Bina Medika (2019 - 2021);
- BP&D Finance Manager (2017 - 2019);
- Accounts Payable Manager (2017).

Rangkap Jabatan

Di Dalam Perusahaan: tidak ada.

Di Luar Perusahaan: tidak ada.

Concurrent Position

Within the Company: None

Outside the Company: None

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama dan Pengendali.

Affiliation

Has no affiliation with Board of Directors, other member of Board of Commissioners, as well as major and controlling shareholders

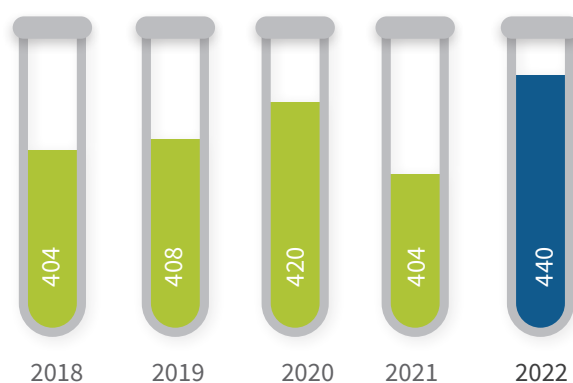
DEMOGRAFI KARYAWAN

Employee Demography

Per 31 Desember 2022, Perusahaan tercatat memiliki 440 karyawan, bertambah jika dibandingkan jumlah karyawan tahun 2021 yang berjumlah 404 orang. Hal ini disebabkan telah dilaksanakannya berbagai rekrutasi baik melalui portal rekrutmen PT Pertamina (Persero) maupun rekrutasi bersama BUMN serta rekrutasi melalui *experienced hire*.

As of December 31, 2022, the Company has a total of 440 employees, an increase compared to 404 employees in 2021. This was due to various recruitment processes conducted through PT Pertamina (Persero) recruitment portal, joint recruitment with state-owned enterprises, and experienced hire recruitment.

Jumlah Karyawan 2018-2022
Number of Employees in 2018-2022



Komposisi Karyawan berdasarkan Gender (orang)
Composition of Employees by Gender (person)

Jenis Kelamin Gender	2022		2021		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah Amount	Komposisi Composition (%)	Jumlah Amount	Komposisi Composition (%)	Orang Person	%
	(1)		(2)		(3=1-2)	(3/2)
Laki-laki Male	331	75,23	316	78,19	15	4,75 ↑
Perempuan Female	109	24,77	89	21,81	21	23,86 ↑
Jumlah Total	440	100,00	404	100,00	36	8,91 ↑

Komposisi Karyawan berdasarkan Jabatan (orang)
Composition of Employees by Position (person)

Level Jabatan	2022				2021				Kenaikan (Penurunan) Increase (Decrease)	
	L M	P F	Jumlah Amount	Komposisi Composition (%)	L M	P F	Jumlah Amount	Komposisi Composition (%)	Orang Person	%
			(1)				(2)		(3=1-2)	(3/2)
VP/Setara VP/Equivalent	9	1	10	2,27	10	1	11	2,72	(1)	(9,09)
Manager	52	10	62	14,09	47	9	56	13,86	6	10,71
Ast. Manager	96	26	122	27,73	92	31	123	30,45	(1)	(0,81)
Senior Staff	137	48	185	42,05	120	29	149	36,88	36	24,16
Junior Staff	24	37	61	13,86	47	18	65	16,09	(4)	(6,15)
Jumlah Total	331	109	440	100,00	316	88	404	100,00	36	8,91

L = Laki-laki , P = Perempuan | M = Male, F = Female

Komposisi Karyawan berdasarkan Status Kepegawaian (orang)
Composition of Employees by Employment Status (person)

Status Kepegawaian Employment Status	2022				2021				Kenaikan (Penurunan) Increase (Decrease)	
	L M	P F	Jumlah Amount	Komposisi Composition (%)	L M	P F	Jumlah Amount	Komposisi Composition (%)	Orang Person	%
			(1)				(2)		(3=1-2)	(3/2)
Karyawan Tetap Permanent Employees	329	108	437	99,32	313	87	399	96,29	38	9,52 ↑
Karyawan Tidak Tetap Temporary Employees	2	1	3	0,68	3	2	5	3,71	(2)	(40,00) ↓
Jumlah Total	331	109	440	100,00	316	89	404	100,00	36	8,91 ↑

L = Laki-laki , P = Perempuan | M = Male, F = Female

Komposisi Karyawan berdasarkan Penempatan (orang)
Composition of Employee by Placement (Person)

Penempatan Placement	2022				2021				Kenaikan (Penurunan) Increase (Decrease)	
	L M	P F	Jumlah Amount	Komposisi Composition (%)	L M	P F	Jumlah Amount	Komposisi Composition (%)	Orang Person	%
			(1)				(2)		(3=1-2)	(3/2)
Kantor Pusat Head Office	124	56	180	40,91	111	49	160	39,60	20	9,76 ↑
Jakarta (Plumpang)	9	6	15	3,41	10	5	15	3,71	-	0,00 ↑
Sales Region (I-VII)	96	28	124	28,18	95	22	117	28,96	7	5,98 ↑
Unit Produksi dan DSP Production Unit and DSP	101	20	121	27,50	100	12	112	27,72	9	8,04 ↑
Jumlah Total	330	110	440	100,00	316	88	404	100,00	36	7,84 ↑

L = Laki-laki , P = Perempuan | M = Male, F = Female

Komposisi Karyawan berdasarkan Usia (orang)
Composition of Employees by Age (person)

Rentang Usia Age Range	2022				2021				Kenaikan (Penurunan) Increase (Decrease)		
	L M	P F	Jumlah Amount	Komposisi Composition (%)	L M	P F	Jumlah Amount	Komposisi Composition (%)	Orang Person	%	
			(1)				(2)		(3=1-2)	(3/2)	
20 s.d 25 tahun 20 to 25 years	20	18	38	8,64	19	7	26	6%	12	46,15	↑
26 s.d 30 tahun 26 to 30 years	77	42	119	27,05	75	45	110	27%	9	8,18	↑
31 s.d 35 tahun 31 to 35 years	69	26	95	21,59	67	26	93	23%	2	2,15	↑
36 s.d 40 tahun 36 to 40 years	73	13	86	19,55	79	13	92	23%	(6)	(6,52)	↓
41 s.d 45 tahun 41 to 45 years	53	9	62	14,09	40	6	46	12%	16	34,78	↑
46 s.d 50 tahun 46 to 50 years	24	2	26	5,91	20	1	21	5%	5	23,81	↑
> 50 tahun > 50 years	14	0	14	3,18	16	0	16	5%	(2)	(12,50)	↓
Jumlah Total	331	109	440	100,00	316	88	404	100,00	36	8,91	↑

L = Laki-laki , P = Perempuan | M = Male, F = Female

Komposisi Karyawan berdasarkan Masa Kerja (orang)
Composition of Employee by Working Period (Person)

Masa Kerja Working Period	2022				2021				Kenaikan (Penurunan) Increase (Decrease)		
	L M	P F	Jumlah Amount	Komposisi Composition (%)	L M	P F	Jumlah Amount	Komposisi Composition (%)	Orang Person	%	
			(1)				(2)		(3=1-2)	(3/2)	
0 s.d 5 tahun 0 to 5 years	133	63	196	44,55	113	41	154	38,12	42	27,27	↑
6 s.d 10 tahun 6 to 10 years	114	28	142	32,27	113	28	141	34,90	1	0,71	↑
11 s.d 15 tahun 11 to 15 years	49	15	64	14,55	50	14	64	15,84	0	0	↓
16 s.d 20 tahun 16 to 20 years	18	3	21	4,77	19	4	23	5,69	(2)	(8,70)	↓
> 20 tahun > 20 years	16	1	17	3,86	21	1	22	5,45	(5)	(22,73)	↓
Jumlah Total	331	109	440	100,00	316	88	404	100,00	36	8,91	↑

L = Laki-laki , P = Perempuan | M = Male, F = Female

Komposisi Karyawan berdasarkan Tingkat Pendidikan (orang) Composition of Employees by Education Level

Tingkat Pendidikan Education Level	2022				2021				Kenaikan (Penurunan) Increase (Decrease)	
	L M	P F	Jumlah Amount	Komposisi Composition (%)	L M	P F	Jumlah Amount	Komposisi Composition (%)	Orang Person	%
			(1)				(2)		(3=1-2)	(3/2)
Pasca Sarjana (S2) Postgraduate	30	20	50	11,36	30	14	44	10,89	6	13,64 ↑
Sarjana (S1) Bachelor	222	69	291	66,14	210	58	268	66,34	23	8,58 ↑
Diploma Diploma	62	19	81	18,41	60	14	74	18,32	7	9,46 ↑
Sekolah Menengah Atas (SMA) dan setara Senior High School and Equivalent	16	2	18	4,09	16	2	18	4,46	0	0
Jumlah Total	331	109	440	100,00	316	88	404	100,00	36	8,91 ↑

L = Laki-laki , P = Perempuan | M = Male, F = Female

Pertamina Lubricants juga mempekerjakan pekerja lain, terdiri dari Tenaga Alih Daya (TAD) (*outsourcing* atau OS). Pekerja lain didefinisikan sebagai tenaga kerja yang bukan merupakan karyawan Perusahaan. Relasi ketenagakerjaan dengan pekerja lain didasarkan pada kontrak kerja yang telah disepakati dengan Perusahaan. Data pekerja lain diperoleh dari Fungsi *HR Development*, berdasarkan data individu pekerja lain yang tercatat per 31 Desember 2022. Jumlah pekerja lain pada tahun 2022 sebanyak 2.316 orang, bertambah 185 orang, atau 8,68% dari tahun 2021 sebanyak 2.131 orang.

Pertamina Lubricants also employs other workers, consisting of Outsourced Personnel (TAD) (outsourced workers or OS). Other workers are defined as workers who are not employees of the Company. Employment relationships with other workers are based on employment contracts that have been agreed with the Company. Data on other workers is obtained from the HR Development Function, based on individual data of other workers recorded as of December 31, 2022. The number of other workers in 2022 was 2,316 people, an increase of 185 people, or 8.68% from 2021 of 2,131 people.

Komposisi Pekerja Lain Bukan Karyawan Composition of Non-Employee Workers

Pekerja Workers	2022 (orang person)	2021 (orang person)	2020 (orang person)	YoY 2021-2022 (%)
TAD/OS	2.316	2.131	2.293	8,68

Jumlah dan Komposisi Karyawan Pekerja Lain Bukan Karyawan Berdasarkan Gender Number and Composition of Non-Employee Workers Based on Gender

Jenis Kelamin	2022		2021		2020		YoY 2021-2022 (%)
	Jumlah (orang) Amount (person)	Komposisi Composition (%)	Jumlah (orang) Amount (person)	Komposisi Composition (%)	Jumlah (orang) Amount (person)	Komposisi Composition (%)	
Laki-laki Male	2.083	89,94	1.923	90,24	2.044	89,14	8,32 ↑
Perempuan Female	233	10,06	208	9,76	249	10,86	12,02 ↑
Jumlah Total	2.316	100,00	2.131	100,00	2.293	100,00	8,68 ↑

Region Region	2022			2021		
	Laki-Laki Male	Perempuan Female	Total	Laki-Laki Male	Perempuan Female	Total
Kantor Pusat Head Office	151	104	255	100	80	180
Jakarta - Plumpang	45	18	63	41	16	57
SR 1 - Medan	56	6	62	81	7	88
SR 2 - Palembang	35	5	40	46	5	51
SR 3 - Jakarta	63	10	73	122	10	132
SR 4 - Semarang	38	6	44	69	5	74
SR 5 - Surabaya	48	8	56	91	8	99
SR 6 - Kalimantan	39	8	47	81	12	93
SR 7 - Sulawesi	38	7	45	92	6	98
UPP Jakarta	531	29	560	517	24	541
UPP Cilacap	198	10	208	168	8	176
UPP Gresik	318	13	331	286	14	300
ROD I	312	3	315	133	7	140
ROD II	211	6	217	96	6	102
Jumlah Total	2083	233	2316	1923	208	2131

Tentang pengembangan yang dilakukan Pertamina Lubricants serta pemenuhan hak-hak karyawan dapat dilihat pada bab “Mewujudkan Keberlanjutan” dalam Laporan Tahunan ini.

Regarding the development carried out by Pertamina Lubricants and the fulfillment of employee rights can be seen in the chapter “Achieving Sustainability” in this Annual Report.



PEMEGANG SAHAM

Shareholders

Di tahun 2022 tidak terdapat perubahan komposisi pemegang saham Perusahaan.

In 2022 there were no changes in the composition of the Company's shareholders

Komposisi Kepemilikan Saham

Composition of Share Ownership

Pemegang Saham per 31 Desember 2021 dan 31 Desember 2022
Shareholders as of December 31, 2021 and December 31, 2022

Pemegang Saham Shareholders	Jumlah Saham (lembar) Number of Shares (unit)	Komposisi Composition (%)
Nominal saham = Rp1 juta per lembar Nominal share = Rp1million per share		
Kepemilikan di atas 5% Ownership above 5%		
PT Pertamina Patra Niaga	3.411.820	99,95
Kepemilikan di bawah 5% Ownership below 5%		
PT Pertamina Pedeve Indonesia	1.706	0,05
Jumlah Saham Total Shares	3.413.526	100,00

Informasi Kepemilikan Saham oleh Manajemen Kunci Baik Langsung maupun Tidak Langsung

Hingga 31 Desember 2022 Perusahaan tidak melakukan penawaran umum saham dan tidak memperdagangkan sahamnya kepada publik. Perusahaan juga tidak memiliki kebijakan terkait kepemilikan perorangan, baik kepemilikan oleh manajemen maupun karyawan.

Information on Share Ownership by Key Management Either Directly or Indirectly

Until December 31, 2022, the Company did not conduct a public offering of shares and did not trade its shares to the public. The Company also does not have a policy regarding individual ownership, whether ownership by management or employees.

Pemegang Saham Utama dan Pengendali Hingga Entitas Pemilik Akhir

Pertamina Lubricants tergabung dalam Holding BUMN Migas, di mana PT Pertamina (Persero) bertindak selaku Holding sekaligus menjadi pemegang saham pengendali Perusahaan. Saham PT Pertamina (Persero) seluruhnya dimiliki oleh Pemerintah Republik Indonesia, dengan demikian Pemerintah Republik Indonesia bertindak sebagai entitas pemilik akhir Perusahaan.

Major and Controlling Shareholders up to Ultimate Shareholders

Pertamina Lubricants is part of the SOE Oil and Gas Holding, where PT Pertamina (Persero) acts as the holding company and the controlling shareholder of the Company. All shares of PT Pertamina (Persero) are owned by Government of the Republic of Indonesia, thus, Government of the Republic of Indonesia acts as the ultimate shareholders of the Company.

Pemegang saham utama Perusahaan adalah PT Pertamina Patra Niaga yang juga bertindak selaku Subholding Commercial & Trading.

The Major shareholder of the Company is PT Pertamina Patra Niaga, which also acts as the Commercial & Trading Subholding.

**PT PERTAMINA (PERSERO)**

Pemegang Saham Pengendali/Holding BUMN Migas
Controlling Shareholders/SOE Oil and Gas Holding

Tanggal Pendirian Date of Establishment	: 10 Desember 1957 December 10, 1957
Status Badan Hukum Legal Entity	: Perseroan Terbatas (PT); Penanaman Modal Dalam Negeri (PMDN); Badan Usaha Milik Negara (BUMN) Limited Liability Company (PT); Domestic Investment (PMDN); State Owned Enterprises (SOE)
Kepemilikan Saham Share Ownership	: Pemerintah Republik Indonesia: 100,00% Government of Republic of Indonesia
Kegiatan Usaha Business Activity	: Energi Energy
Alamat Address	: Gedung Grha Pertamina Jl. Medan Merdeka Timur. No. 11-13 Jakarta Pusat 10110, Indonesia
Telp Phone	: 135 Pertamina Call Center : (PTSN dan Telepon Seluler) 135 Pertamina Call Center : (PTSN and Cellular Phone)
Call Center	: 135
Situs Web Website	: www.pertamina.com
Surel Email	: pcc135@pertamina.com
Skala Usaha Business Scale	: Aset Assets: USD87.810.999 ribu/thousand Liabilitas Liabilities: USD50.595.744 ribu/thousand Ekuitas Equity: USD87.810.999 ribu/thousand Penjualan dan pendapatan usaha lainnya: USD84.888.255 ribu Sales and other operating income: USD84,888,255 thousand Laba bersih Net Profit: USD3.806.776 ribu/thousand

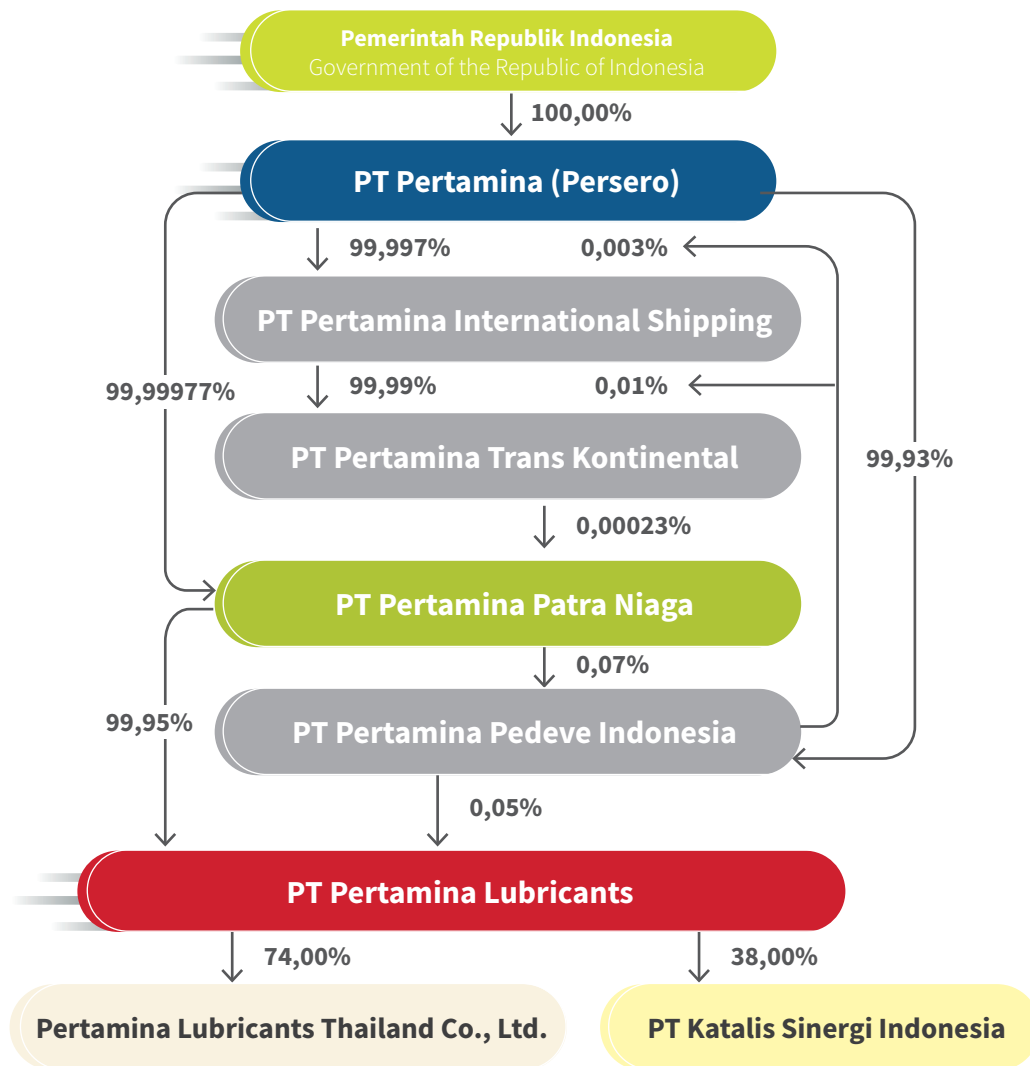
**PT PERTAMINA PATRA NIAGA**

Pemegang Saham Utama/Entitas Induk/Subholding Commercial & Trading
Major Shareholder/Parent Entity/Commercial & Trading Subholding

Tanggal Pendirian Date of Establishment	: 27 Februari 1997 February 27, 1997
Status Badan Hukum Legal Entity	: Perseroan Terbatas (PT); Penanaman Modal Dalam Negeri (PMDN) Limited Liability Company (PT); Domestic Investment (PMDN)
Kepemilikan Saham Share Ownership	: PT Pertamina (Persero): 99,99977% PT Pertamina Trans Kontinental: 0,00023%
Kegiatan Usaha Business Activity	: PT Pertamina Patra Niaga ditunjuk sebagai <i>Subholding Commercial & Trading</i> PT Pertamina (Persero) secara resmi legal <i>end-state</i> di tanggal 1 September 2021. PT Pertamina Patra Niaga menjalankan bisnis <i>Commercial & Trading</i> di bidang energi, produk turunan minyak dan gas, petrokimia dan produk kimia lainnya di sektor <i>retail</i> dan sektor korporasi. PT Pertamina Patra Niaga has been appointed as the Commercial & Trading Subholding. PT Pertamina (Persero) was officially legal end-state on September 1, 2021. PT Pertamina Patra Niaga operates the Commercial & Trading business in the energy sector, oil and gas derivative products, petrochemicals, and other chemical products in retail and corporate sectors.
Alamat Address	: Gedung Wisma Tugu II Lt. 2 Jl. HR. Rasuna Said Kav. C7-9 Setiabudi, Kuningan, Jakarta Selatan
Telp Phone	: +6221 - 5209009
Situs Web Website	: www.pertaminapatraniaga.com
Surel Email	: info.ppn@pertamina.com
Skala Usaha Business Scale	: Aset Assets : USD15.920.685 ribu/thousand Liabilitas Liabilities: USD11.760.518 ribu/thousand Ekuitas Equity: USD4.160.167 ribu/thousand Pendapatan Revenue: USD72.094.954 ribu/thousand Laba bersih yang diatribusikan kepada pemilik entitas induk: USD193.072 ribu/thousand Profit for the year attributable to owners of the parent entity: USD193,072 ribu/thousand

STRUKTUR GRUP SERTA DAFTAR ENTITAS ANAK DAN ENTITAS ASOSIASI

Group Structure and List of Subsidiaries and Associated Entities



Keterangan | Note

- : Entitas pemilik akhir | ultimate shareholders
- : Pemegang saham pengendali/*Holding* BUMN Migas
Controlling shareholders/ SOE Oil and Gas Holding
- : Pemegang saham utama/entitas induk/*Subholding Commercial & Trading*
Major shareholders/parent entity/ Commercial & Trading Subholding
- : Entitas anak | Subsidiary
- : Entitas asosiasi | Associate

Nama Name	Bidang Usaha Business Sector	Tahun Pendirian Year of Establishment	Tahun Beroperasi Komersial Year of Commercial Operation	Tahun Penempatan Modal oleh Perusahaan Year Placement Capital by Company	Kepemilikan Perusahaan (%) Company Ownership (%)		Jumlah Aset (sebelum eliminasi) (Rp-juta) Total Assets (before elimination) (Rp-million)		Status Operasi Operating Status
					2022	2021	2022	2021	
Entitas Anak Subsidiary									
Pertamina Lubricants Thailand Co., Ltd.	Pengolahan dan pemasaran pelumas Processing and Marketing lubricants	2002	2006	2014	74,00	74,00	40.631	36.127	Beroperasi Operating Status
Entitas Asosiasi Associated Entity									
PT Katalis Sinergi Indonesia	Kimia Chemical	2020	-	2021	38,00	38,00	205.737	68.216	Belum beroperasi Not yet operational

**PERTAMINA LUBRICANTS THAILAND CO., LTD.**

Entitas Anak | Subsidiary

Alamat Pertamina Lubricants Thailand Co., Ltd.
52 Chartered Square Building Unit 17-06 North
Sathorn Road, Silom, Bangkok, Thailand

Pertamina Lubricants (Thailand) Co., Ltd. adalah anak perusahaan dari Pertamina Lubricants, Perusahaan ini didirikan pada tahun 2014 dan sejak itu menjadi salah satu produsen pelumas di pasar Thailand dan Indochina. Pertamina Lubricants (Thailand) Co., Ltd. mengakuisisi sebagai pemegang saham mayoritas AMACO Production Co. Ltd., produsen pelumas yang berbasis di Bangkok, Thailand, dengan kepemilikan saham sebesar 74%.

Pertamina Lubricants (Thailand) Co., Ltd. memiliki kapasitas produksi sebesar 60.000 KL per tahun, yang diperkirakan akan meningkat sebesar 15.000 KL per tahun dalam lima tahun ke depan. Perusahaan ini memproduksi berbagai jenis pelumas, termasuk pelumas untuk segmen otomotif dan industri.

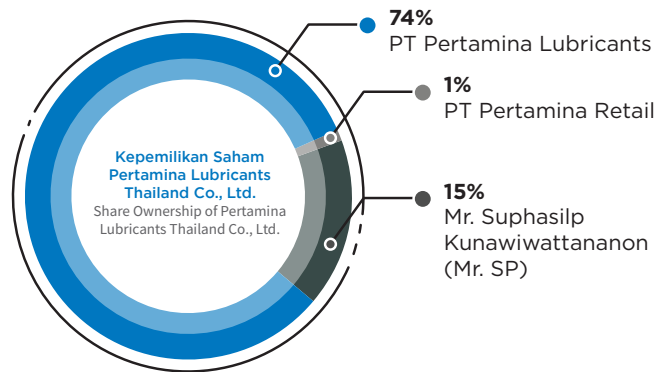
Pertamina Lubricants (Thailand) Co., Ltd. menyediakan produk dan layanan pelumas berkualitas tinggi kepada pelanggan di Thailand dan sekitarnya. Perusahaan ini memiliki fokus kuat pada riset dan pengembangan, dan produk-produknya dirancang untuk memenuhi kebutuhan khusus pelanggan di berbagai industri dan aplikasi. Selain operasinya di Thailand, Pertamina Lubricants (Thailand) juga mengembangkan jangkauannya ke pasar Indochina lainnya.

Pertamina Lubricants (Thailand) Co., Ltd. is a subsidiary of Pertamina Lubricants, was established in 2014 and become one of lubricant manufacturers in Thailand and Indochinese markets. Pertamina Lubricants (Thailand) Co., Ltd. acquired a majority stake of 74% in AMACO Production Co. Ltd., a lubricant manufacturer based in Bangkok, Thailand.

Pertamina Lubricants (Thailand) Co., Ltd. has a production capacity of 60,000 KL (kiloliters) per year, which is expected to increase by 15,000 KL per year over the next five years. The Company produces various types of lubricants, including lubricants for the automotive and industrial segments.

Pertamina Lubricants (Thailand) Co., Ltd. provides high-quality lubricant products and services to customers in Thailand and surrounding areas. The Company has a strong focus on research and development, and its products are designed to meet the specific needs of customers in various industries and applications. In addition to its operations in Thailand, Pertamina Lubricants (Thailand) is also expanding its reach to other Indochinese markets.

Kepemilikan Saham Pertamina Lubricants Thailand Co., Ltd. Share Ownership of Pertamina Lubricants Thailand Co., Ltd.



katalis sinergi indonesia

PT KATALIS SINERGI INDONESIA Entitas Asosiasi | Associated Entity

Kawasan Industri Kujang, Kalihurip,
Cikampek, Karawang, West Java 41373

PT Katalis Sinergi Indonesia (KSI) adalah perusahaan patungan penghasil katalis Pertamina Lubricants bersama PT Pupuk Kujang (PK) dan PT Rekacipta Inovasi ITB dengan nama PT Katalis Sinergi Indonesia (PT KSI).

PT KSI mulai dibangun di Kawasan Industri Kujang Cikampek. Di lahan seluas 2 hektare, pabrik yang siap memproduksi katalis buatan anak bangsa ini siap beroperasi di tahun 2023. PT KSI diproyeksikan bisa memproduksi katalis sebanyak 800 ton per tahun. Produksi itu, diharapkan bisa memenuhi kebutuhan katalis dalam negeri. Alhasil, ketergantungan impor katalis selama ini bisa terkikis. Sehingga, Indonesia tidak perlu mengimpor hampir seluruh kebutuhan katalis.

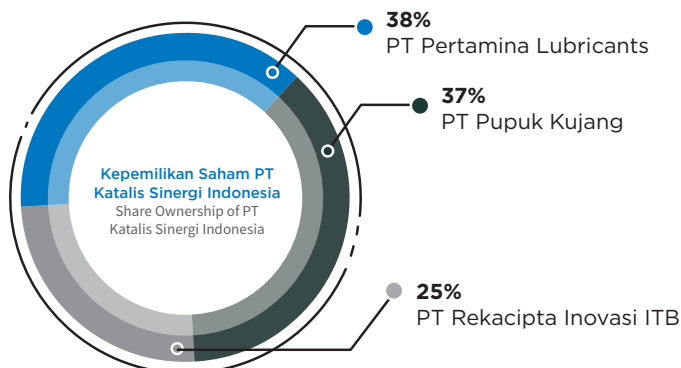
Pembangunan PT KSI masuk dalam Program Strategis Nasional berdasarkan Peraturan Presiden Republik Indonesia Nomor 109 Tahun 2020 yang sesuai dengan Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020 – 2024.

PT Katalis Sinergi Indonesia (KSI) is a joint venture company producing catalysts between Pertamina Lubricants, PT Pupuk Kujang (PK), and PT Rekacipta Inovasi ITB under the name PT Katalis Sinergi Indonesia (PT KSI).

PT KSI is being constructed in Kujang Industrial Area in Cikampek. On a 2-hectare land, this domestically-produced catalyst factory is ready to operate in 2023. PT KSI is projected to produce 800 tons of catalyst per year. This production is expected to meet the domestic catalyst demand, reducing the dependency on imported catalysts. As a result, Indonesia will no longer need to import almost all of its catalyst requirements.

The construction of PT KSI is part of National Strategic Program, based on the Presidential Regulation of the Republic of Indonesia Number 109 of 2020, in line with the National Medium-Term Development Plan (RPJMN) 2020 - 2024.

Kepemilikan Saham PT Katalis Sinergi Indonesia Share Ownership of PT Katalis Sinergi Indonesia



INFORMASI TENTANG PENCATATAN SAHAM DAN PENERBITAN EFEK LAINNYA

Information on Share Listing and Issuance of Other Securities

Sampai dengan 31 Desember 2022 Perusahaan tidak mencatatkan sahamnya di bursa efek manapun. Perusahaan juga tidak melakukan penerbitan efek lainnya.

As of December 31, 2022, the Company has not listed its shares on any stock exchange. The Company has also not issued any other securities.

LEMBAGA DAN PROFESI PENUNJANG PASAR MODAL

Capital Market Supporting Institutions and Professions

Akuntan Publik dan Kantor Akuntan Publik Public Accountant and Public Accounting Firm	
Kantor Akuntan Publik (KAP) Public Accounting Firm	: Purwantono, Sungkoro & Surja Registrasi Registration KMK: 603/KM.1/2015
Akuntan Publik (AP) Public Accountant	: Hanny Widyastuti Sugianto Registrasi Registration: AP.1563
Jasa yang Diberikan Services Provided	: - Jasa Audit: Laporan Keuangan konsolidasian PT Pertamina Patra Niaga dan Anak Perusahaan tahun 2022 Audit Services: Consolidated Financial Statements of PT Pertamina Patra Niaga and Subsidiary on 2022 - Jasa Non Audit: - Non-Audit Services: N/A
Periode Penugasan Assignment Period	: 30 November 2022 s.d 27 Juni 2023 November 30, 2022 to June 27, 2023
Waktu Terbit Laporan Report Issuance Date	: 28 Februari 2023 February 28, 2023
Biaya Jasa (Fee) Service Fee	: Jasa Audit: Rp897.000.000,- Audit Services: Rp897,000,000 Jasa Non Audit: Rp- Non-Audit Services: Rp0-

Notaris Notary	
Nama Name	: Lenny Janis Ishak, S.H.
Alamat Address	: Jl. Hang Lekir 9 No.1, RT.5/RW.6, Gunung, Jakarta 12120 – Indonesia
Jasa yang Diberikan Services Provided	: Kenotariatan

Konsultan Hukum Legal Consultant	
Nama Name	: Herbert Smith Freehills
Alamat Address	: 50 Raffles Place, #24-01 Singapore Land Tower, Singapore 048623
Jasa yang Diberikan Services Provided	: Jasa Hukum Legal Services
Nama Name	: Hiswara Bunjamin & Tandjung
Alamat Address	: 18 th Floor, Tower 1, Sudirman 7.8, Jl. Jenderal Sudirman No. Kav.7-8, Jakarta 10220 - Indonesia
Jasa yang Diberikan Services Provided	: Jasa Hukum Legal Services

PERUBAHAN SIGNIFIKAN

Significant Changes

Di sepanjang tahun 2022 tidak terdapat perubahan yang bersifat signifikan dalam kegiatan Perusahaan, baik *merger*/penggabungan usaha, maupun penutupan atau pembukaan kantor cabang/pabrik/unit usaha baru.

Throughout 2022, there were no significant changes in the Company's activities, either merger, closing or opening new branch offices/factories/business units.



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Analisis dan Pembahasan Manajemen atas Kinerja Perusahaan

Management Discussion and Analysis of
Company Performance

TINJAUAN PEREKONOMIAN DAN INDUSTRI

Economic and Industrial Overview

Pemulihan pasca pandemi COVID-19 memberikan dampak positif terhadap kegiatan perekonomian masyarakat secara keseluruhan

The recovery after the COVID-19 pandemic has had a positive impact on the overall economic activities of the community

Situasi Perekonomian Tahun 2022

Di sepanjang tahun 2022, perekonomian Indonesia tumbuh kuat seiring dengan menurunnya restriksi aktivitas sosial dan bisnis pasca meredanya pandemi COVID-19. Mengutip data Badan Pusat Statistik (BPS), pertumbuhan ekonomi di tahun 2022 mencapai 5,31%, jauh lebih tinggi dari tahun 2021 yang sebesar 3,70%. Pertumbuhan terjadi pada seluruh lapangan usaha, dengan pertumbuhan tertinggi adalah Transportasi dan Pergudangan sebesar 19,87%, diikuti Penyediaan Akomodasi dan Makan Minum sebesar 11,97%, dan Jasa Lainnya sebesar 9,47%. Sementara itu, Industri Pengolahan yang memiliki peran dominan tumbuh 4,89%, sedangkan Pertanian, Kehutanan, dan Perikanan, serta Perdagangan Besar dan Eceran; Reparasi Mobil dan Sepeda Motor, masing-masing tumbuh sebesar 2,25% dan 5,52%.

Sementara pada sisi pengeluaran, pertumbuhan terjadi pada hampir semua komponen pengeluaran kecuali Komponen Pengeluaran Konsumsi Pemerintah yang berkontraksi sebesar 4,51%. Komponen pengeluaran yang tumbuh signifikan adalah Komponen Ekspor Barang dan Jasa sebesar 16,28%, diikuti Komponen Pengeluaran Konsumsi Lembaga Nonprofit yang Melayani Rumah Tangga (PK-LNPRT) sebesar 5,64%, Komponen Pengeluaran Konsumsi Rumah Tangga (PK-RT) sebesar 4,93%, dan Komponen Pembentukan Modal Tetap Bruto (PMTB) sebesar 3,87%. Sementara itu, Komponen Impor Barang dan Jasa sebagai faktor pengurang dalam Produk Domestik Bruto (PDB) menurut pengeluaran tumbuh sebesar 14,75%.

Economic Situations in 2022

Throughout 2022, Indonesia's economy grew strong in line with reduced restrictions on social and business activities after the easing of the COVID-19 pandemic. Quoting data from the Central Statistics Agency (BPS), economic growth in 2022 reached 5.31%, much higher than 2021 reaching 3.70%. Growth occurred in all business fields, with the highest growth being Transportation and Warehousing at 19.87%, followed by Accommodation and Food and Beverages at 11.97%, and Other Services at 9.47%. Meanwhile, Processing Industry which has a dominant role grew by 4.89%, Agriculture, Forestry and Fisheries, as well as Wholesale and Retail Trade; Car and Motorcycle Repair grew by 2.25% and 5.52% respectively.

In terms of expenditure, growth occurred in almost all expenditure components except for Government Consumption Expenditure Component, which contracted by 4.51%. The expenditure component that grew significantly was Goods and Services Export Component by 16.28%, followed by Consumption Expenditure Component for Nonprofit Institutions Serving Households (PK-LNPRT) by 5.64%, Household Consumption Expenditure Component (PK-RT) by 4.93%, and Gross Fixed Capital Formation Component (PMTB) by 3.87%. Meanwhile, Imported Goods and Services Component as a deducting factor in the Gross Domestic Product (GDP) according to expenditure grew by 14.75%.



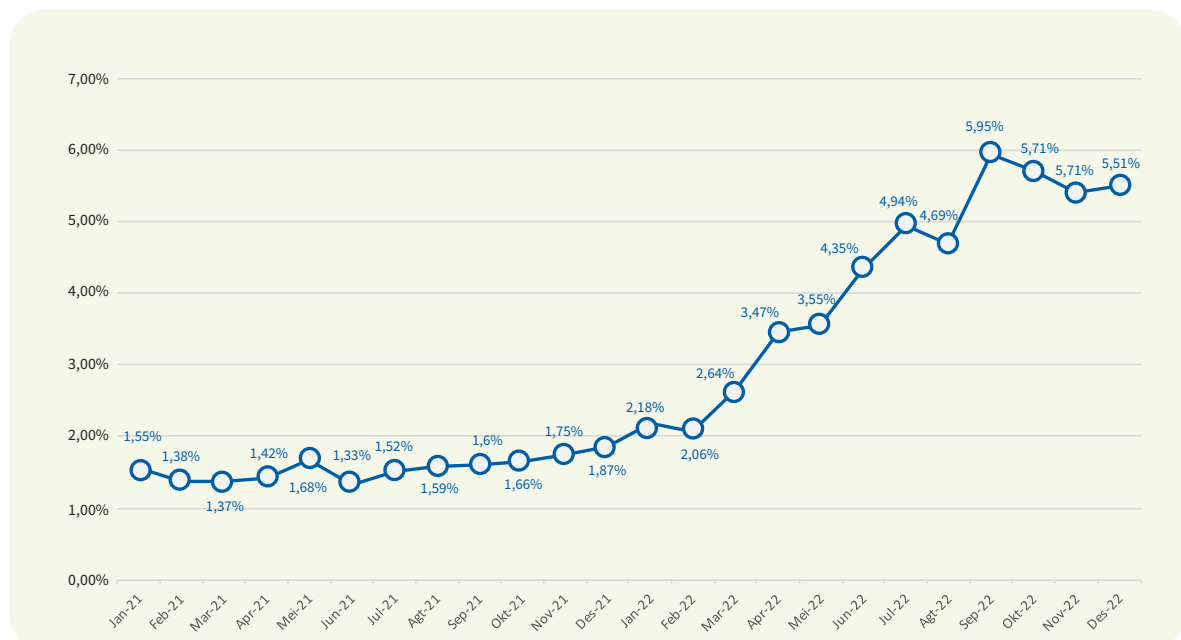
Di tengah pemulihan perekonomian nasional, Indonesia dihadapkan pada tantangan inflasi yang tinggi secara global, yang diawali oleh krisis geopolitik Rusia dan Ukraina serta ketidakseimbangan pemulihan sisi permintaan dan penawaran pasokan global. Hal ini kemudian menyebabkan gangguan mata rantai pasokan global, yang pada akhirnya berakibat pada kenaikan harga komoditas pangan dan energi. Inflasi dunia diperkirakan meningkat dari 5,7% pada tahun 2021 menjadi 9,1% pada tahun 2022. Secara triwulanan, inflasi dunia diperkirakan mencapai level tertinggi sebesar 10,0% pada triwulan III 2022. Hal ini sejalan dengan respon sejumlah bank sentral terutama di negara maju yang melakukan pengetatan kebijakan moneter. Hal ini juga sejalan dengan perlambatan ekonomi global, di mana Indonesia Monetary Fund (IMF) dalam *World Economic Outlook* (WEO) Oktober 2022 memroyeksikan pertumbuhan global akan melambat tajam hingga 3,2% di tahun 2022.

Indonesia turut terkena dampak kenaikan inflasi secara global ini, dengan adanya kenaikan inflasi di tahun 2022 menjadi 5,51%. Meskipun demikian, inflasi ini jauh lebih baik dengan tantangan inflasi yang dihadapi banyak negara lain di dunia. Bank Indonesia menanggapi kenaikan inflasi dan depresiasi Rupiah dengan meningkatkan suku bunga hingga menjadi 5,5% pada Desember 2022.

In the midst of national economic recovery, Indonesia was faced with the challenge of global high inflation, which was initiated by the geopolitical crises in Russia and Ukraine as well as the imbalance in the recovery of global supply and demand sides. This then caused a disruption of the global supply chain, which in turn resulted in an increase in the price of food and energy commodities. World inflation was expected to increase from 5.7% in 2021 to 9.1% in 2022. On a quarterly basis, world inflation was expected to reach a peak of 10.0% in the third quarter of 2022. This is in line with the response of a number of central banks, especially in developed countries, which are tightening monetary policy. This is also in line with the global economic slowdown, where the Indonesia Monetary Fund (IMF) in October 2022 *World Economic Outlook* (WEO) projected that global growth will slow down sharply to 3.2% in 2022.

Indonesia was also affected by the increase in global inflation, in which the increase in inflation in 2022 to 5.51%. Nonetheless, this inflation is much better off with the inflation challenges faced by many other countries in the world. Bank Indonesia responded to rising inflation and depreciation of Rupiah by increasing interest rate to 5.5% in December 2022.

Inflasi Indonesia Periode 2021-2022
Indonesia's Inflation in 2021-2022 Period



Sumber: Bank Indonesia | Source: Bank Indonesia

Inflasi yang tinggi dan kenaikan suku bunga khususnya dari negara maju berdampak langsung terhadap penempatan dana asing di berbagai negara berkembang khususnya menuju pasar Amerika Serikat (AS), tak terkecuali Indonesia. Hal ini kemudian berimbas pada penguatan mata uang Dolar AS terhadap berbagai mata uang lain. Fenomena “*Cash is the King*”, demikian BI menyebut penguatan mata uang Dolar AS ini, menjadikan tahun 2022 sebagai tahun dengan risiko yang tinggi atas nilai tukar maupun valuasi aset keuangan yang didasarkan pada Dolar AS.

Meskipun demikian, dengan gambaran perekonomian yang tumbuh dengan cukup tangguh di tahun 2022 sebagaimana digambarkan di awal, Indonesia mampu menjadi salah satu dari negara dengan prospek perkembangan perekonomian yang positif. Berbagai kebijakan penanganan pandemi COVID-19 yang tepat sasaran, stabilitas politik yang terjaga dengan cukup baik, neraca pembayaran yang sehat, serta pertumbuhan ekspor di tengah tekanan situasi, memberikan jaminan yang cukup cerah bagi Indonesia untuk menyambut masa depan.

Kondisi Industri Tahun 2022

Dengan pasar yang cukup besar di Indonesia, pelaku usaha penyedia produk oli dan pelumas memiliki peluang yang cukup luas. Dengan estimasi jumlah unit terjual mencapai 5,94 juta unit di tahun 2021, pasar Indonesia memberikan gambaran yang menggiatkan bagi pelaku usaha penyedia produk oli dan pelumas.

High inflation and rising interest rates, especially from developed countries, had a direct impact on the placement of foreign funds in various developing countries, especially towards the United States (US) market, including Indonesia. This then had affected the strengthening of the US Dollar against various other currencies. The phenomenon of “*Cash is the King*”, as BI calls the strengthening of US Dollar, makes 2022 a year with high risk of exchange rate and valuation of financial assets based on US Dollar.

Nonetheless, with a fairly resilient economy growing in 2022 as described earlier, Indonesia is capable of becoming one of the countries with positive outlook for economic development. A number of policies for handling the COVID-19 pandemic that are right on target, political stability that is maintained quite well, a healthy balance of payments, and export growth amidst the pressure of the situations, have given a bright assurance for Indonesia to welcome the future.

Industry Conditions in 2022

Considering a sizable market in Indonesia, business of oil and lubricant products has a wide opportunity. With an estimated number of units sold of 5.94 million units in 2021, the Indonesian market provides a lucrative picture for oil and lubricant products provider.

Penjualan Kendaraan di Indonesia Berdasarkan Tipe 2016 Hingga 2021
Vehicle Sales in Indonesia by Type 2016 to 2021

Jenis Kendaraan Vehicle Type	Unit Units						% dari Total % of Total
	2016	2017	2018	2019	2020	2021	2021
Sepeda motor, moped, skuter Motorcycles, mopeds, scooters	5,931,300	5,885,600	6,400,000	6,500,000	3,660,600	5,057,500	85
Kendaraan penumpang Passenger vehicles	861,987	842,474	874,653	785,539	389,266	659,806	11
Pickup/truk Pickup/trucks	187,439	217,626	257,382	228,977	133,413	212,620	4
Kabin ganda Double cabin	9,344	13,667	15,730	11,836	7,757	13,476	a
Bus Buses	3,959	3,598	3,519	3,774	1,971	1,300	a
Jumlah Total	6,994,029	6,962,965	7,551,284	7,530,126	4,193,007	5,944,702	100

SUMBER: Estimasi Gaikindo, AISI, Kline & Company | SOURCE: Gaikindo, AISI, Kline & Company estimates.

Sejalan dengan pertumbuhan jumlah unit kendaraan bermotor, serta perkembangan kebutuhan produk oli dan pelumas nasional termasuk untuk kebutuhan industri, di tahun 2021 jumlah permintaan atas produk pelumas jadi mencapai 995,7 kilo ton, dan diprediksi akan terus mengalami peningkatan dalam beberapa tahun ke depan. Dari angka kebutuhan tersebut, Pertamina Lubricants mampu memenuhi 35% dari seluruh permintaan nasional, dan menjadi pemimpin pasar untuk penjualan produk pelumas jadi di Indonesia.

In line with the growth in the number of motorized vehicle units, as well as developments in the need for national oil and lubricant products including for industrial needs, in 2021, the number of requests for finished lubricant products reached 995.7 kilo tons, and is predicted to continue to increase in the next few years. Of this number of needs, Pertamina Lubricants was able to meet 35% of all national demand, and become the market leader for sales of finished lubricant products in Indonesia.

Penjualan Keseluruhan Pelumas di Indonesia oleh Pemasok Terkemuka, 2021
Overall Sales of Finished Lubricants in Indonesia by Leading Suppliers, 2021

Pemasok Supplier	Kiloton Kilotonnes	% dari Total % of Total
Pertamina	350.6	35
Shell	191.2	19
ExxonMobil	79.5	8
Idemitsu	55.9	6
AHM	48.3	5
bp	34.6	3
Yamalube	32.3	3
TotalEnergies	30.5	3
ENEOS	25.3	3
PanaOil	15.6	2
FUCHS Petrolub SE	14.3	1
PT Wiraswasta Gemilang (WGI)	12.6	1
Chevron	10.3	1
PETRONAS	9.1	1
Semua lainnya-a All other-a	85.6	9
Jumlah Total	995.7	100

a- Termasuk Repsol, Valvoline, PT. Agip Lubrindo Pratama, TOP 1, Hipex, Sinopec, Jumbo, OEM Genuine Oil lainnya, Lucas Oil, Calumet (Royal Purple, Bel-Ray), Motul, Ravenol, Deltalub, dan Klüber Lubrication, dan Quaker Houghton, dan lain-lain.

a- Includes Repsol, Valvoline, PT. Agip Lubrindo Pratama, TOP 1, Hipex, Sinopec, Jumbo, other OEM Genuine Oil, Lucas Oil, Calumet (Royal Purple, Bel-Ray), Motul, Ravenol, Deltalub, and Klüber Lubrication, and Quaker Houghton, among others.

Sumber: Kline & Company, Inc | Source: Kline & Company, Inc

Dari tabel di atas, terlihat bahwa kompetisi penyedia produk pelumas jadi pada pasar nasional cukup tinggi, di mana terdapat banyak pelaku usaha, baik nasional maupun internasional, yang terus meningkatkan kualitas produk serta penjualan dan skema pemasarannya. Hal ini menjadi tantangan bagi Perusahaan untuk dapat secara berkesinambungan meningkatkan kualitas kompetensi yang dimilikinya, dan mampu menjadi pemenang khususnya di pasar nasional yang menawarkan potensi pasar yang luar biasa.

The table above shown that the competition for providers of finished lubricant products in the national market is quite high, where there are many business actors, both national and international, who continue to improve product quality as well as their sales and marketing schemes. This is a challenge for the Company to be able to continuously improve the quality of its competencies and become a winner, especially in the national market which offers extraordinary market potential.

TINJAUAN OPERASI PER SEGMENT USAHA

Operational Overview per Business Segment

Sebagaimana telah dijelaskan pada bab Profil Perusahaan, kegiatan usaha Pertamina Lubricants meliputi kegiatan produksi dan pengolahan produk pelumas dan *grease* termasuk penyediaan prasarannya; kegiatan perdagangan ekspor maupun impor produk pelumas, *grease*, dan *specialties*, serta bahan bakunya; kegiatan pengangkutan, penyimpanan, penyaluran, distribusi dan pemasaran produk pelumas, *grease*, dan *specialties* termasuk penyediaan prasarannya; kegiatan jasa produksi, pengolahan, pengangkutan, penyimpanan, penyaluran, distribusi dan pemasaran produk pelumas, *grease*, dan *specialties*, serta bahan bakunya; dan kegiatan usaha lainnya yang secara langsung maupun tidak langsung terkait atau menunjang kegiatan usaha sebagaimana dimaksud di atas.

As explained in the Company Profile chapter, Pertamina Lubricants' business activities include the production and processing of lubricants and grease products including the provision of infrastructure; export and import trading activities of lubricants, grease, and specialties products, as well as their raw materials; transportation, storage, distribution, distribution and marketing of lubricants, grease and specialties products including the provision of infrastructure; production, processing, transportation, storage, distribution, distribution and marketing of lubricants, grease and specialties products, as well as their raw materials; and other business activities that are directly or indirectly related to or support the business activities referred to above.

Fasilitas Produksi, Distribusi, dan Laboratorium Pengujian Production, Distribution and Testing Laboratory Facilities

Fasilitas Facility		Jumlah Total
Fasilitas Produksi* Production Facilities	Jumlah Unit Produksi Number of Production Units	4
	Jumlah Unit Pabrik Number of Factory Units	6
	Kapasitas Produksi Production Capacity:	
	• <i>Lubes Product</i> • <i>Grease Product</i> • <i>Viscosity Modifier</i>	475.000 KL/Tahun KL/Year 8.000 MT/Tahun MT/Year 10.000 KL/Tahun KL/Year
Fasilitas Distribusi Distribution Facilities	Depot Supply Points (DSP)	23
	DSP Utama Main DSP	3
	Point of Distribution	123
	Implementasi WMS Pengelolaan Gudang Warehouse Management WMS Implementation	9
	Operator Pengelola Transportasi: Transportation Management Operator:	3
	• PT Patra Logistik (PATLOG) • PT Pos Logistik (POSLOG) • PT Kereta Api Logistik (KALOG)	
	Operator Pengelola Gudang: Warehouse Management Operator:	6
	• PT Patra Logistik (PATLOG) • PT Pos Logistik (POSLOG) • Pertamina Lubricant	5 12
Laboratorium Pengujian	Riset & Pengembangan Produk Research & Product Development	1
	Laboratorium <i>Quality Control</i> <i>Quality Control Laboratory</i>	4
	Laboratorium <i>Oil Clinic</i> <i>Oil Clinic Laboratory</i>	2

*) Termasuk fasilitas produksi anak perusahaan, Pertamina Lubricants Thailand Co. Ltd

*) Including production facilities of subsidiary, Pertamina Lubricants Thailand Co. Ltd

Laporan keuangan teraudit Pertamina Lubricants yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwanto, Sungkoro & Surja belum menerapkan PSAK No. 5 tentang Segmen Operasi. Untuk dapat menggambarkan segmen usaha, Pertamina Lubricants akan menjelaskan bagian ini dengan membagi proses bisnis yang dilakukan, mulai dari produksi, pemasaran dan penjualan produk, pergudangan dan distribusi, serta kegiatan penunjang mencakup *Quality Assurance (QA)* dan *Technical Specialist*.

PRODUKSI

Kegiatan Produksi

Perusahaan memiliki unit produksi di dalam maupun di luar negeri. Di dalam negeri terdapat *Production Unit* di Jakarta, Cilacap, dan Gresik, dengan hasil produksi adalah pelumas, *grease* maupun *specialty products*. Di luar negeri, Perusahaan memiliki unit produksi di Thailand yang dikelola anak perusahaan. Laporan ini hanya mengungkapkan informasi dari unit produksi di dalam negeri.

Segmen operasi kegiatan produksi meliputi kegiatan produksi pelumas, *grease* dan produk lain, termasuk penyediaan prasarannya. Kegiatan produksi adalah tugas dan tanggung jawab Fungsi *Production*, yang dipimpin *Vice President (VP)*, dan bertanggung jawab kepada Direktur Operasi. Tugas dan tanggung jawab Fungsi Produksi meliputi:

- Melakukan pengelolaan, perencanaan kebutuhan, dan penyimpanan bahan baku.
- Melakukan perencanaan dan proses produksi Pelumas, *Grease*, dan Produk *Specialties*.
- Melakukan kegiatan operasional dan administrasi lainnya untuk menjaga keandalan proses dan sarana produksi yang optimal.

Kinerja Segmen Produksi

Kinerja produksi mengacu permintaan Fungsi *Distribution* untuk memenuhi rencana penjualan Fungsi *Sales & Marketing* dalam bentuk angka permintaan produksi, yang disampaikan setiap bulan pada saat rapat koordinasi perencanaan penjualan dan operasi (*S&Op Meeting*). Angka permintaan produksi digunakan sebagai dasar perhitungan dan penyusunan rencana produksi bulanan oleh Fungsi *Production* serta sebagai salah satu acuan *rolling forecast* rencana penyediaan bahan baku produksi.

Jumlah produksi mengalami kenaikan 4,77%, dari sebesar 389.906 KL di tahun 2021 menjadi sebesar 408.495 KL di tahun 2022. Hal ini terutama disebabkan kondisi ekonomi makro di Indonesia yang mulai pulih di tahun 2022 serta mulai membaiknya kondisi *global supply chain*, di mana pasokan bahan baku seperti *base oil* dan aditif impor juga mulai mengalami perbaikan dari tahun sebelumnya.

The audited financial statements of Pertamina Lubricants that have been audited by Public Accounting Firm (KAP) Purwanto, Sungkoro & Surja have not applied PSAK No. 5 regarding Operating Segments. To describe the business segment, Pertamina Lubricants will explain this section by dividing the business processes carried out, starting from production, marketing and sales of products, warehousing and distribution, as well as supporting activities including *Quality Assurance (QA)* and *Technical Specialists*.

PRODUCTION

Production Activities

The Company has production units both at home and abroad. Domestically, there are Production Units in Jakarta, Cilacap and Gresik, which produces lubricants, grease and specialty products. Overseas, the Company has a production unit in Thailand which is managed by a subsidiary. This report only discloses information from domestic production units.

The production activity operating segment includes the production of lubricants, grease and other products, including the provision of infrastructure. Production is the duties and responsibilities of the Production Function, which is led by a Vice President (VP) and is responsible to the Director of Operations. Duties and responsibilities of the Production Function include:

- Managing, requirement planning, and storing raw materials.
- Planning and carrying out production process of Lubricants, Grease and Specialty Products.
- Performing other operational and administrative activities to maintain process reliability and optimal production facilities.

Production Segment Performance

Production performance refers to the Distribution Function's demand to fulfill the Sales & Marketing Function's sales plan in the form of production demand figures, which are submitted monthly during the sales and operations planning coordination meeting (*S&Op Meeting*). The production demand figure is used as the basis for calculating and preparing the monthly production plan by the Production Function and as one of the references for rolling forecast of production raw material supply plan.

Total production increased by 4.77%, from 389,906 KL in 2021 to 408,495 KL in 2022. This was mainly due to macroeconomic conditions in Indonesia which began to recover in 2022 and the improvement in global supply chain conditions, where supply raw materials such as base oil and imported additives also began to improve from the previous year.

Realisasi Produksi

Production Realization

Uraian Description	Satuan Unit	2022	2021	Kenaikan (Penurunan) Increase (Decrease)		
				Nominal	(%)	
Pelumas Lubricants	KL	363.520	345.376	18.144	5,25	↑
Grease	MT	4.269	2.570	1.699	66,11	↑
Base oil, Specialties, Additive	KL	40.706	41.960	(1.254)	(2,99)	↓
Jumlah Produksi Total Production	KL	408.495	389.906	18.589	4,77	↑

Keterangan: Konversi 1 MT = 1 KL | Note: Conversion of 1 MT = 1 KL

Penggunaan Bahan Baku

Use of Raw Materials

Uraian Description	Satuan Unit	2022	2021	Kenaikan (Penurunan) Increase (Decrease)		
				Nominal	(%)	
1. Base Oil						
Lokal	MT	311.709	304.884	6.825	2,24	↑
Local	MT	25.160	20.168	4.992	24,75	↑
Impor						
Import						
2. Additive						
Drum	MT	9.962	10.529	(567)	(5,38)	↓
Bulk	MT	23.733	14.754	8.979	60,86	↑
3. Toll Blender						
Pelumas	KL	373	211	162	76,86	↑
Lubricants						
Toll Filler Produk Ekspor	KL	574	436	138	31,68	↑
Export Product Toll Filler						
Grease	MT	2.572	1.488	1.084	72,86	↑
4. Packaging						
Drum	Rp-miliar Rp-billion	340,49	289,49	51	17,62	↑
Lithos	Rp-miliar Rp-billion	362,11	319,82	42	13,22	↑
Lain-lain	Rp-miliar Rp-billion	4,97	4,09	0,88	21,52	↑
Others						

Tentang pemenuhan aspek K3 dalam kegiatan produksi Pertamina Lubricants dapat dilihat pada bab “Mewujudkan Keberlanjutan” dalam Laporan Tahunan ini.

Regarding the fulfillment of OHS aspects in Pertamina Lubricants' production activities can be seen in the “Achieving Sustainability” chapter in this Annual Report.

PEMASARAN

Penjualan pelumas Pertamina dan produk lain merupakan sumber pendapatan utama Perusahaan untuk menjamin kelanjutan usaha dan memberikan manfaat kepada pemangku kepentingan. Kegiatan pemasaran dilaksanakan Fungsi *Sales & Marketing* yang dipimpin langsung Direktur *Sales & Marketing*. Tugas dan tanggung jawab Fungsi *Sales & Marketing* meliputi:

1. Melakukan pemasaran produk-produk pelumas dan *specialities* yang telah ditentukan oleh Perusahaan.
2. Melakukan kegiatan promosi terhadap *brand* produk Perusahaan.
3. Memberikan pelayanan *full service* kepada pelanggan mulai dari prajual hingga purnajual.
4. Melayani dan menangani segala keluhan pelanggan terkait produk Perusahaan.

Kinerja Segmen Pemasaran

Kinerja pemasaran dapat dilihat dari realisasi nilai penjualan domestik dan penjualan *overseas*. Penjualan domestik terdiri atas penjualan ritel dan industri (*key account* dan *non-key account*). Laporan ini hanya menampilkan informasi penjualan pelumas, dan produk utama lain (*others*).

Jumlah volume penjualan tahun 2022 mencapai 536,283 KL, turun 3.09% dibandingkan jumlah volume penjualan tahun 2021 yang mencapai 553,398 KL. Penurunan ini terutama disebabkan oleh keterbatasan kuantitas produk dan material *base oil*.

MARKETING

Sales of Pertamina's lubricants and other products are the Company's main source of income to ensure business continuity and provide benefits to stakeholders. Marketing activities are carried out by the Sales & Marketing Function which is directly led by the Director of Sales & Marketing. Duties and responsibilities of the Sales & Marketing Function include:

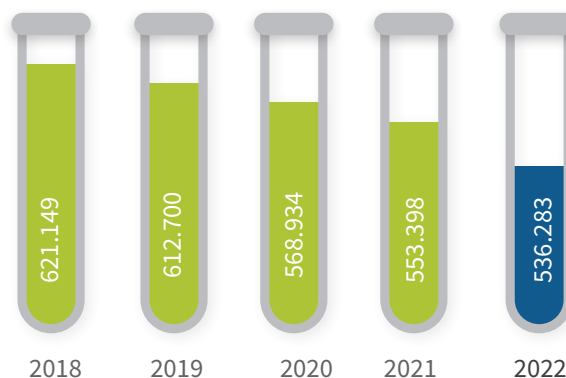
1. Marketing lubricant products and specialties that have been determined by the Company.
2. Carrying out promotional activities for the Company's product brands.
3. Providing full service to customers from pre-sale to after-sale.
4. Serving and handling all customer complaints concerning the Company's products.

Marketing Segment Performance

Marketing performance can be seen from the realization of domestic and overseas sales. Domestic sales consist of retail and industrial sales (*key accounts* and *non-key accounts*). This report only displays information on sales of lubricants and other main products (*others*).

Total sales volume in 2022 reached 536,283 KL, down 3.09% compared to total sales volume in 2021 which reached 553,398 KL. This decrease was primarily due to limited product quantity and base oil materials.

Volume Penjualan Periode 2018-2022 (KL)
Sales Volume for 2018-2022 Period (KL)



Jumlah dan Kontribusi Volume Penjualan Domestik dan Overseas
Total and Contribution of Domestic and Overseas Sales Volume

Uraian Description	2022		2021		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah Amount (KL)	Kontribusi Contribution (%)	Jumlah Amount (KL)	Kontribusi Contribution (%)	Jumlah Amount (KL)	Kontribusi Contribution (%)
	(1)		(2)		(3=2-1)	(3/2)
Volume Penjualan Domestik Domestic Sales Volume	395.319	73,71	371.961	67,21	23.358	6,3 ↑
Volume Penjualan Overseas Overseas Sales Volume	140.964	26,29	181.438	32,79	(40.473)	(22,3) ↓
Total Volume Penjualan Total Sales Volume	536.283	100,00	553.398	100,00	(17.115)	(3,2) ↓

Jumlah dan Kontribusi Volume Penjualan Berdasarkan Jenis Produk
Total and Contribution of Sales Volume Based on Product Type

Uraian Description	2022		2021		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah Amount (KL)	Kontribusi Contribution (%)	Jumlah Amount (KL)	Kontribusi Contribution (%)	Nominal (KL)	Persentase Percentage (%)
	(1)		(2)		(3=2-1)	(3/2)
Pelumas Lubricants	374.269	69,79	350.176	63,28	24.093	6,9 ↑
Lainnya Others	162.014	30,21	203.222	36,72	(41.208)	(20,3) ↓
Total Volume Penjualan Total Sales Volume	536.283	100,00	553.398	100,00	(17.115)	(3,2) ↓

PENJUALAN DOMESTIK

Ritel Domestik

Penjualan pelumas pada Ritel Domestik di tahun 2022 mencapai 136.562 KL, meningkat 4,1% dibandingkan tahun sebelumnya yang mencapai 131.214 KL. Kenaikan ini terutama disebabkan oleh *pricing strategy* yang dilakukan dengan mempertimbangkan *competitiveness* di pasar baik dari sisi margin *outlet* maupun harga *end user*, Program *Outlet* yang dilakukan, serta Program *Distributor Performance*.

DOMESTIC SALES

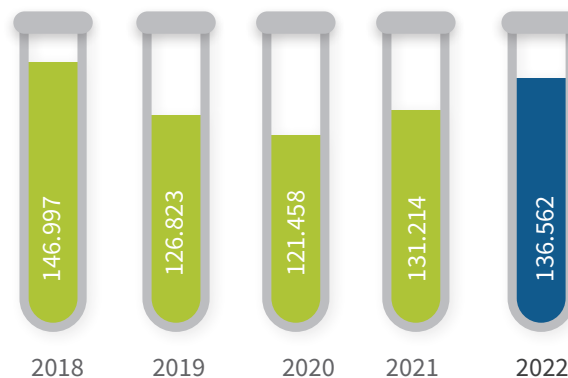
Domestic Retail

Sales of lubricants at Domestic Retail in 2022 reached 136,562 KL, an increase of 4.1% compared to the previous year which reached 131,214 KL. This increase was mainly due to pricing strategy carried out by considering competitiveness in the market both in terms of outlet margins and end user prices, the Outlet Program carried out, and the Distributor Performance Program.

Nilai Volume Penjualan Ritel Domestik
Domestic Retail Sales Volume Value

Uraian Description	2022 (KL)	2021 (KL)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (KL)	Persentase Percentage (%)
Volume Penjualan Ritel Domestik Domestic Retail Sales Volume	136.562	131.214	5.348	4,1 ↑
Jumlah Total	136.562	131.214	5.348	4,1 ↑

Volume Penjualan Ritel Domestik Periode 2018-2022 (KL) Domestic Retail Sales Volume for 2018-2022 Period (KL)



Industri Domestik

Pada tahun 2022, penjualan pada Industri Domestik mencapai 228.090 KL, meningkat 7,5% dibandingkan tahun 2021 yang mencapai 240.747 KL. Kenaikan ini terutama disebabkan oleh membaiknya kondisi pandemi yang mengembalikan aktivitas beberapa *subsegment industry* dan strategi penetrasi pasar yang kuat di sektor-sektor seperti Agen Tunggal Pemegang Merek (ATPM), pertambangan, dan manufaktur.

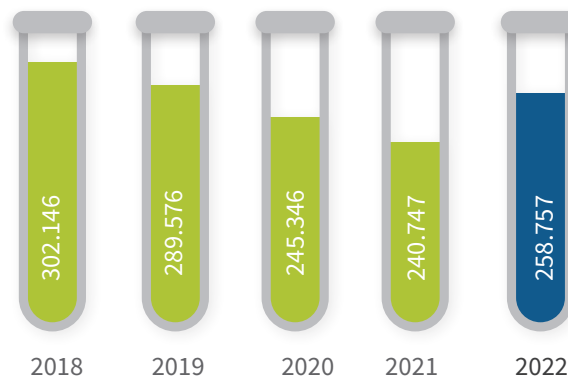
Domestic Industry

In 2022, sales in Domestic Industry reached 228,090 KL, an increase of 7.5% compared to 2021 which reached 240,747 KL. This increase was mainly due to the improvement in pandemic conditions which restored the activity of some industry subsegments and strong market penetration strategies in sectors such as market penetration strategies in sectors such as Single Agent Brand Holder (ATPM), mining, and manufacturing. (ATPM), mining, and manufacturing.

Nilai Volume Penjualan Industri Domestik Domestic Industry Sales Volume Value

Uraian Description	2022 (KL)	2021 (KL)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (KL)	Persentase Percentage (%)	
Industri Domestik Domestic Industry	228.090	209.948	18.142	8,64	↑
Lainnya Others	30.667	30.799	(132)	(0,43)	↓
Jumlah Total	258.757	240.747	18.010	7,48	↑

Volume Penjualan Industri Domestik Periode 2018-2022 (KL) Domestic Industry Sales Volume for 2018-2022 Period (KL)





PENJUALAN OVERSEAS

Pasar *overseas* berhasil memasuki pasar Tiongkok sebagai *New Market* pada 2022 sebagai wujud *growth International Market* oleh PTPL. Penjualan *Overseas* mencakup penjualan pelumas, *grease* dan *others*.

Di tahun 2022, penjualan *overseas* mencapai 140.964 KL, turun 22,3% dibandingkan tahun sebelumnya yang mencapai 181.438 KL. Penurunan ini terutama pada segmen LBO dikarenakan adanya penurunan *supply volume* produksi base oil baik grup I dan grup III.

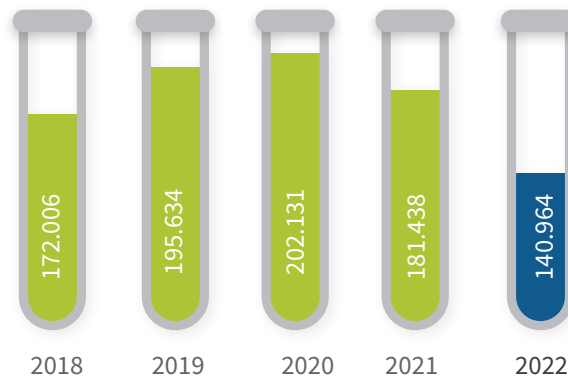
OVERSEAS SALES

The overseas market has succeeded in entering the Chinese market as a new market in 2022 as a form of PTPL's growth in the international market. Overseas sales include sales of lubricants, grease and others.

In 2022, overseas sales reached 140,964 KL, down 22.3% compared to the previous year which reached 181,438 KL. This decrease was mainly in the LBO segment due to a decrease in the supply volume of base oil production in both group I and group III.

Nilai Volume Penjualan Overseas
Overseas Sales Volume Value

Uraian Description	2022 (KL)	2021 (KL)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (KL)	Persentase Percentage (%)
Pelumas Lubricants	9.617	9.014	603	6,69 ↑
Lainnya Others	131.347	172.423	(41.076)	(23,82) ↓
Jumlah Total	140.964	181.438	(40.473)	(22,31) ↓

Volume Penjualan Overseas Periode 2018-2022 (KL)
Overseas Sales Volume for 2018-2022 Period (KL)

PERGUDANGAN DAN DISTRIBUSI

Kegiatan distribusi dan pergudangan meliputi keberadaan DSP dan distributor. Selama tahun 2022 Perusahaan terus melakukan berbagai upaya untuk mengefektifkan distribusi pelumas Pertamina dan produk lainnya, di antaranya:

- Program *Direct Shipment* dari *Production Unit* menuju DSP atau gudang distributor tanpa melalui Gudang Nusantara yang berdampak pada kecepatan waktu kirim dan efisiensi *double handling*. Estimasi nilai penghematan Rp3.318 miliar.
- Pencegahan produk *blockstock* / *notgood* di DSP. Hingga akhir tahun 2022, volume pencegahan produk *blockstock* sebesar 671,6 KL.
- Melakukan penutupan gudang sewa eksternal DSP Jambi. Kebutuhan distributor dan konsumen wilayah Jambi dan sekitarnya dipenuhi melalui pengiriman langsung dari DSP Plumpang atau DSP Kertapati dengan nilai estimasi penghematan per tahun Rp935 juta.
- Melakukan *pilot project strategic partnership* dalam bentuk penyimpanan *stock* di 2 (dua) lokasi gudang distributor DSP Banjarmasin. Total penghematan selama *pilot project* berjalan di tahun 2022 adalah sebesar Rp58,5 juta.
- Peningkatan pelayanan kepada pelanggan dengan menjalankan program *Franconisasi* (pengiriman produk *franco* gudang distributor). Hingga akhir tahun 2022, sebanyak 57% distributor nasional sudah mendapatkan layanan *franco*.

Sistem Pengelolaan Pergudangan (WMS)

Perusahaan telah menerapkan sistem pengelolaan pergudangan atau *Warehouse Management System* (WMS) berbasis teknologi informasi, sehingga meningkatkan akurasi *inventory*, penerapan *first in first out* (FIFO) dan pengembangan *real time dashboard monitoring*, serta sistem manajemen transportasi. Penyimpanan dan pendistribusian produk didukung gudang DSP Utama di Jakarta, Cilacap, dan Surabaya. Dari ketiga DSP Utama, produk didistribusikan ke DSP di wilayah *Sales Region* dan sebagian dikirim langsung ke gudang distributor. Pada tahun 2022 Perusahaan mengelola 23 DSP termasuk 3 DSP Utama.

WAREHOUSING AND DISTRIBUTION

Distribution and warehousing activities involve DSP and distributors. During 2022, the Company continuously made efforts to streamline the distribution of Pertamina lubricants and other products, including:

- Direct Shipment Program from Production Unit to DSP or distributor warehouse without going through Nusantara Warehouse, which resulted in accelerated delivery time and double handling efficiency. The estimated saving value was Rp3,318 billion.
- Prevention of blockstock/notgood products in DSP. Until the end of 2022, the volume of blockstock product prevention was 671.6 KL.
- The closure of external rental warehouse of DSP Jambi. The distributors and consumers' needs in Jambi and surrounding areas were met through direct shipment from DSP Plumpang or DSP Kertapati with an estimated saving value of Rp935 million per year.
- Conducting strategic partnership pilot project in the form of stock storage in 2 (two) distributor warehouse locations of DSP Banjarmasin. Total savings during the running of this pilot project in 2022 was Rp58.5 million.
- Improving service to customers by carrying out Franco delivery program for shipment of products to distributor warehouses. Until the end of 2022, 57% of national distributors have enjoyed franco services.

Warehouse Management System (WMS)

The Company has been applying an information technology-based Warehouse Management System (WMS), which has increased inventory accuracy, applying first in first out (FIFO) and developing real time dashboard monitoring, as well as a transportation management system. Product storage and distribution is supported by Main DSP warehouses in Jakarta, Cilacap and Surabaya. From the three main DSPs, products are distributed to DSPs in Sales Region and some are sent directly to the distributor's warehouse. In 2022, the Company operated 23 DSPs including 3 Main DSPs.

Manajemen persediaan di DSP terdiri dari *safety stock/buffer stock* untuk mengantisipasi fluktuasi *demand*, dan *stock* siap jual untuk menjamin produk tersedia sesuai kebutuhan pelanggan. Level *safety stock* bervariasi di setiap DSP dan D2D, disesuaikan dengan waktu rencana pengiriman (*plan delivery time/PDT*) dari DSP Utama ke DSP/D2D Tujuan, dan rata-rata jual bulanan. Dengan demikian ketersediaan produk pelumas untuk konsumen tetap terjamin.

Standardisasi Sarana Fasilitas DSP

Pertamina Lubricants terus melakukan standardisasi sarana dan fasilitas di DSP. Hal ini dilakukan untuk meningkatkan kualitas produk selama masa penyimpanan, estetika gudang, kerapian gudang dan performa operasional kegiatan pergudangan sehingga berjalan lebih efektif dan efisien. Di tahun 2022, proyek standardisasi sarana dan fasilitas DSP yang dilakukan adalah sebagai berikut:

1. Standarisasi Gudang Dengan Pembangunan *Shelter Drum* dan Penutup Dinding Shelter di DSP Medan
2. Pekerjaan Perbaikan Pagar, Pembangunan Ruang Ganti dan Tempat Istirahat di DSP Padang
3. Peninggian Pagar di DSP Batam
4. Pembangunan Ruang Istirahat, Loker Permanen beserta Aksesorisnya dan Marka Thermoplastic DSP Plumpang
5. Standarisasi Gudang Dengan Pembangunan *Shelter Drum* dan Penutup Dinding Shelter di DSP Plumpang
6. Standarisasi Gudang Dengan Pembangunan *Shelter Drum* dan Penutup Dinding Shelter di DSP Cilacap
7. Penambahan *Shelter Drum* di DSP Pasar Turi
8. Pembangunan Kantor, Pos Security dan Pemadatan Jalan di DSP Tarakan
9. Perbaikan Sarfas di DSP Makassar
10. Pembangunan *Drum Shelter* di DSP Jayapura

Optimalisasi Sistem Rencana Jual

Pada tahun 2022 Pertamina Lubricants melakukan optimalisasi sistem penentuan rencana jual bulanan. Upaya yang dilakukan telah mampu meningkatkan efisiensi dan efektivitas proses penentuan alokasi bulanan oleh Fungsi *Distribution*, *Sales & Marketing*, dan *Production*. Beberapa aktivitas pendukung yang dilakukan dalam optimalisasi rencana jual dan ketahanan stok:

- Koordinasi *Sales and Operation Planning (S&OP)*, menjadi agenda rutin Fungsi *Distribution*, *Sales & Marketing*, dan *Production* untuk membahas perencanaan jual, alokasi bulanan, program produksi, ketersediaan bahan baku dan perencanaan pengiriman.
- Peningkatan *availability stock*, bertujuan mengoptimalkan ketersediaan produk di DSP. Aktivitas kegiatan meliputi perbaikan mekanisme perencanaan kebutuhan jual, perhitungan *safety stock finished product* dan perbaikan ketersediaan bahan baku.

Inventory management at DSP consists of safety stock/buffer stock to anticipate fluctuations in demand, and ready-to-sell stock to ensure availability of products according to customer needs. The level of safety stock varies for each DSP and D2D, adjusted to the planned delivery time (PDT) from the Main DSP to Destination DSP/D2D, and the average monthly sales. Thus, assuring the availability of lubricant products for consumers.

Standardization of DSP Facilities

Pertamina Lubricants continues to standardize facilities and infrastructure at DSP. This is done to improve product quality during storage, warehouse aesthetics, warehouse tidiness and operational performance of warehouse activities to be more effective and efficient. In 2022, the standardization projects for DSP facilities and infrastructure are:

1. Standardization of Warehouses with the Construction of Drum Shelters and Shelter Wall Covers at DSP Medan
2. Fence Repair Work, Construction of Changing Rooms and Rest Areas at DSP Padang
3. Raising the Fence at DSP Batam
4. Construction of Break Rooms, Permanent Lockers and Their Accessories and Thermoplastic Markings at DSP Plumpang
5. Standardization of Warehouses with the Construction of Drum Shelters and Shelter Wall Covers at DSP Plumpang
6. Standardization of Warehouses with the Construction of Drum Shelters and Shelter Wall Coverings at DSP Cilacap
7. Additional Drum Shelters at Pasar Turi DSP
8. Construction of offices, security posts and road compaction at DSP Tarakan
9. Repair of Sarfas at DSP Makassar
10. Construction of Drum Shelters in DSP Jayapura

Sales Plan System Optimization

In 2022, Pertamina Lubricants optimized the monthly sales plan system. The optimization managed to improve the efficiency and effectiveness of determining monthly allocation by the Distribution, Sales & Marketing, and Production Functions. The supporting activities in optimizing the sales plan and stock durability are:

- Coordination of Sales and Operation Planning (S&OP), a routine agenda for the Distribution, Sales & Marketing and Production Functions to discuss sales plan, monthly allocations, production programs, availability of raw materials and delivery plan.
- Increasing stock availability, aimed at optimizing product availability at DSPs. Activities include improving the mechanism for planning sales needs, calculating the safety stock of finished products and improving the availability of raw materials.

ASPEK PEMASARAN

Marketing Aspect

Strategi Pemasaran

Dalam melakukan komunikasi pemasaran, Perusahaan melakukan beberapa interaksi sebagai berikut.

Marketing Strategy

In carrying out marketing communications, the Company carries out several interactions as follows.

Bentuk Interaksi	Above The Line	Below The Line
<i>Business to Customer (B2C)</i>	- Menyusun strategi kampanye media terintegrasi (<i>360° communication</i>) yang berdampak optimal membangun citra yang positif. - Menurunkan strategi kampanye terintegrasi ke dalam perencanaan <i>media mix</i>. - Pembuatan materi komunikasi kreatif yang sesuai dengan <i>brand positioning</i> untuk kebutuhan <i>media placement</i>. - Memilih media yang sesuai, mengeksekusi dan <i>monitoring</i> pelaksanaan <i>media placement</i>. - Melakukan evaluasi <i>media placement</i>. - Melakukan survei untuk mengukur keberhasilan dari <i>media campaign</i>. - Developing an integrated media campaign strategy (<i>360° communication</i>) with optimal impact on building a positive image. - Lowering integrated campaign strategy into media mix planning. - Preparing creative communication materials in accordance with the brand positioning for media placement needs. - Selecting appropriate media, executing and monitoring media placements. - Evaluating media placement. - Conducting surveys to measure the success of media campaigns.	<i>Sponsorship</i> dan aktivasi <i>brand</i>. - Kegiatan pameran untuk <i>brand product</i> di <i>event</i> yang berpotensi untuk meningkatkan <i>brand awareness & brand usage</i>. - Program <i>end-customer</i> dan program bersama komunitas. <i>Gathering</i> dengan komunitas. - Pemasangan papan nama dan POS material di bengkel umum, <i>own channel</i> dan SPBU. - Pemasangan <i>branding</i> di <i>public space</i> untuk mendekatkan <i>brand</i> dengan konsumen. - Pembuatan materi komunikasi untuk kebutuhan komunikasi dan edukasi <i>outlet</i> dan konsumen. <i>Sponsorship</i> dan aktivasi <i>brand</i>. - Kegiatan pameran untuk <i>brand product</i> di <i>event</i> yang berpotensi untuk meningkatkan <i>brand awareness & brand usage</i>. - Program <i>end-customer</i> dan program bersama komunitas. <i>Gathering</i> dengan komunitas. - Pemasangan papan nama dan POS material di bengkel umum, <i>own channel</i> dan SPBU. - Pemasangan <i>branding</i> di <i>public space</i> untuk mendekatkan <i>brand</i> dengan konsumen. - Pembuatan materi komunikasi untuk kebutuhan komunikasi dan edukasi <i>outlet</i> dan konsumen.
<i>Business to Business (B2B)</i>	- Pembuatan testimoni pelanggan sebagai materi penetrasi pasar. - Pembuatan video produk baru untuk penetrasi ke konsumen. - Preparing customer testimonials as materials for market penetration. - Making new product videos for consumer penetration.	<i>Product launching</i> untuk memenuhi kebutuhan dari konsumen. - Secara aktif mengikuti pameran B2B dan mengadakan <i>webinar</i> B2B. - Product launching to meet the needs of consumers. - Actively participating in B2B exhibitions and holding B2B webinars.

Kinerja pemasaran domestik didukung 7 (tujuh) wilayah pemasaran (*sales region*), serta mancanegara mencakup 14 negara di Asia, Afrika, Australia, dan Eropa. Selama periode pelaporan Perusahaan melakukan penyesuaian terkait strategi pemasaran karena masih berlanjutnya pandemi COVID-19 guna mendukung kinerja pemasaran retail, industri, maupun mancanegara.

Domestic marketing performance is supported by 7 (seven) marketing regions (*sales regions*), as well as overseas covering 14 countries in Asia, Africa, Australia and Europe. During the reporting period, the Company adjusted its marketing strategy due to the ongoing COVID-19 pandemic to support retail, industrial and international marketing performance.

» Pemasaran Ritel

Kebijakan pemasaran ritel adalah sebagai berikut:

- Fokus pada program penjualan dan pemasaran dengan sasaran gerai ritel dan pengguna akhir untuk mendukung peningkatan volume jual produk di segmen ritel/otomotif;
- Mengoptimalkan penguasaan kanal ritel, baik gerai umum maupun jaringan gerai yang dimiliki Pertamina Lubricants (kanal sendiri) yaitu SPBU, Olimart, Enduro Express sebagai kanal penjualan dan pemasaran produk, serta untuk meningkatkan *brand awareness* baik produk dan korporat;
- Melakukan pengembangan produk baru dan rejuvenasi produk untuk menyesuaikan dengan perkembangan teknologi kendaraan, sehingga dapat menguasai pasar segmen produk ritel;
- Meningkatkan kekuatan merek produk ritel melalui komunikasi media yang terintegrasi melalui media sosial dan penempatan media (digital dan konvensional) dengan materi kreatif yang menasar target segmen produk ritel.
- Melakukan perbaikan struktur harga di gerai retail hingga pengguna akhir dengan penyesuaian harga pelumas pesaing.

Pada tahun 2022 Pertamina Lubricants merealisasikan beberapa program dan kegiatan untuk mendukung penjualan dan pemasaran di segmen ritel yang juga bersentuhan langsung dengan pemangku kepentingan Perusahaan, yaitu:

1. *Volume Generator*

- *Pricing: Margin outlet*
- *Sales Force & Distributor Performance Management*
- *Program Chain outlet*
- *Program Outlet (WD): Blitz HT (High Tier) & NHT (Non High Tier), KPI Own Channel, POWER Loyalty*
- *Program Outlet (ND): Excellent Availability, Starterpack Active Outlet*
- *Program End Customer: Program Tematik & Hari Gajian*

2. *Supporting Vol Generating Levers*

- *Aktivasi Moto GP 2022*
- *Brand Rejuvenation Fastron, Enduro & Meditran*
- *Others (Media Placement, Social Media Management, Community Partnership, etc)*

» Pemasaran Industri

Untuk menjaga serta meningkatkan penjualan di pasar industri, pada tahun 2022 Perusahaan telah melakukan beberapa program strategis, yaitu:

- *Intensification, Win Back, Acquisition (IWA) customer.*
- *Oil Condition Monitoring (OCM).*
- Pengembangan produk baru dan *Specialities*.
- Optimalisasi sinergi BUMN.
- Transformasi digital berupa SFA (*Sales Force Automation*) dan I-Serve.

» Retail Marketing

Retail marketing policy:

- Focus on sales and marketing programs targeting retail outlets and end users to boost product sales volume in the retail/automotive segment;
- Optimizing the control of retail channels, both general outlets and outlet networks owned by Pertamina Lubricants (own channel), namely gas stations, Olimart, Enduro Express as product sales and marketing channels, as well as to increase brand awareness of both products and corporate;
- Carrying out new product development and product rejuvenation to adapt to developments in vehicle technology, so as to dominate the retail product segment market;
- Increasing the strength of retail product brands through integrated media communication by utilizing social media and media placement (digital and conventional) with creative materials targeting the retail product segment.
- Improving the price structure from retail outlets to end users by adjusting competitors' lubricant prices.

In 2022, Pertamina Lubricants realized several programs and activities to support sales and marketing in the retail segment which also in direct contact with the Company's stakeholders:

1. *Volume Generator*

- *Pricing: Outlet margin*
- *Sales Force & Distributor Performance Management*
- *Chain outlet program*
- *Outlet Program (WD): Blitz HT (High Tier) & NHT (Non High Tier), KPI Own Channel, POWER Loyalty*
- *Outlet Program (ND): Excellent Availability, Starterpack Active Outlet*
- *End Customer Program: Thematic Program & Payday*

2. *Supporting Vol Generating Levers*

- *Moto GP 2022 activation*
- *Brand Rejuvenation Fastron, Enduro & Meditran*
- *Others (Media Placement, Social Media Management, Community Partnership, etc)*

» Industrial Marketing

To maintain and increase sales in the industrial market, in 2022 the Company has carried out several strategic programs:

- *Intensification, Win Back, Acquisition (IWA) customers.*
- *Oil Condition Monitoring (OCM).*
- Development of new products and *Specialties*.
- Optimizing SOE synergy.
- Digital transformation in the form of SFA (*Sales Force Automation*) and I-Serve.

- *Workshop* dan *gathering* konsumen industri.
- *In House Training* serta *upskilling* bagi pelanggan maupun *Sales Force* Industri.

Selama periode pelaporan Pertamina Lubricants menjalin sinergi dan bekerja sama dengan beberapa BUMN maupun anak usaha BUMN, di antaranya:

- Sinergi dengan BUMN
 1. PT PLN (Persero)
 2. PT Bank Negara Indonesia (Persero)
 3. PT Bank Mandiri (Persero) Tbk
 4. PT Kereta Api Logistik
 5. PT Krakatau Steel (Persero) Tbk
 6. PT Bank Syariah Indonesia Tbk
 7. PT Bank Tabungan Negara (Persero) Tbk
 8. PT Bank Rakyat Indonesia (Persero) Tbk
 9. PT Antam Tbk
 10. PT Bukit Asam Tbk
 11. PT Inalum (Persero)
 12. PT Timah (Persero) Tbk
 13. Perum Damri
 14. PT Timah (Persero) Tbk
 15. PT Pindad (Persero)
- Sinergi dengan anak usaha BUMN
 1. PT Bukit Asam Tbk
 2. PT Pos Logistik Indonesia
 3. PT Mandiri Utama Finance
 4. PT Surveyor Indonesia
 5. PT Jasa Armada Indonesia (Persero) Tbk
 6. PT Equiport Inti Indonesia
 7. PT Jasa Pelayanan Pelabuhan Indonesia
 8. PT Berkah Industri Mesin Angkat
 9. PT Semen Indonesia Logistik

Sebagai bagian dari Pertamina Grup, pada periode pelaporan Pertamina Lubricants melakukan sinergi dengan beberapa entitas anak pada masing-masing *Subholding*. Sinergi tersebut bertujuan untuk meningkatkan kinerja operasional Perusahaan melalui jaringan bisnis dan operasional yang dimiliki oleh setiap anak perusahaan pada masing-masing *Subholding*.

- » *Pemasaran Overseas*
Perusahaan terus melebarkan pemasaran berbagai produknya hingga ke luar negeri. Sampai dengan akhir tahun 2022, penjualan produk pelumas Pertamina ke pasar *overseas* telah terealisasi ke 14 negara di seluruh dunia, dengan pasar terbesar di benua Asia, Australia dan Afrika. Selain memasarkan produk-produk *brand*, Perusahaan juga memasarkan *base oil group I* di pasar *overseas*.

Dengan meningkatnya angka penjualan dan banyaknya *outlet* yang menjual produk Pertamina, penjualan *overseas* berharap dapat masuk ke tahap berikutnya yaitu penguatan *brand*. Kondisi ini diharapkan akan mendukung strategi Perusahaan menguatkan merek pelumas Pertamina di pasar *overseas* sehingga berkontribusi kepada pencapaian di pasar

- Industrial consumer workshops and gatherings.
- In House Training and upskilling for customers and Industrial Sales Force.

During the reporting period, Pertamina Lubricants established synergies and collaborated with several SOEs and subsidiaries of SOEs, including:

- Synergy with SOEs
 1. PT PLN (Persero)
 2. PT Bank Negara Indonesia (Persero)
 3. PT Bank Mandiri (Persero) Tbk
 4. PT Kereta Api Logistik
 5. PT Krakatau Steel (Persero) Tbk
 6. PT Bank Syariah Indonesia Tbk
 7. PT State Savings Bank (Persero) Tbk
 8. PT Bank Rakyat Indonesia (Persero) Tbk
 9. PT Antam Tbk
 10. PT Bukit Asam Tbk
 11. PT Inalum (Persero)
 12. PT Timah (Persero) Tbk
 13. Perum Damri
 14. PT Timah (Persero) Tbk
 15. PT Pindad (Persero)
- Synergy with SOE subsidiaries
 1. PT Bukit Asam Tbk
 2. PT Pos Logistik Indonesia
 3. PT Mandiri Utama Finance
 4. PT Surveyor Indonesia
 5. PT Jasa Armada Indonesia (Persero) Tbk
 6. PT Equiport Inti Indonesia
 7. Indonesian Port Services PT
 8. PT Berkah Industri Lift
 9. PT Semen Indonesia Logistics

As part of Pertamina Group, during the reporting period, Pertamina Lubricants synergized with several subsidiaries in each Subholding. The synergy aims to improve the Company's operational performance through business and operational networks owned by subsidiary in each Subholding.

- » *Overseas Marketing*
The company continues to expand the marketing of its products to foreign countries. Until the end of 2022, sales of Pertamina's lubricant products to overseas markets have been realized in 14 countries around the world, with the largest markets in Asia, Australia and Africa. In addition to marketing brand products, the Company also markets group I base oil in overseas markets.

The increasing sales and number of outlets selling Pertamina products, is expected to take overseas sales to the next stage, namely brand strengthening. This is expected to support the Company's strategy to strengthen Pertamina's lubricant brand in overseas markets to contribute to achievements in the core market. This step

inti. Langkah ini diperlukan untuk mendukung tercapainya Visi Perusahaan, menjadi perusahaan pelumas kelas dunia. Sampai dengan akhir tahun 2022, Perusahaan telah berada pada kelompok 15 besar perusahaan pelumas di dunia.

Di samping itu, Perusahaan terus mengembangkan pasar pelumas untuk jasa pelayaran melalui *marine partnership* di beberapa pelabuhan dunia, serta pengembangan pasar pelumas kendaraan super melalui kerja sama dengan salah satu tim Supercar. Untuk *marine partnership* meliputi pelabuhan di Singapura, Fujairah (Uni Emirat Arab) dan Texas (Amerika Serikat), dengan target memenuhi kebutuhan pelumas kapal-kapal pengangkut minyak Pertamina maupun non Pertamina.

Adapun kerja sama dengan salah satu tim Supercar ditujukan untuk memperkuat eksistensi dan kualitas pelumas Pertamina dalam olahraga balap mobil Supercar yang meng-cover wilayah Australia dan Selandia Baru. Hal ini dilakukan karena Supercar seperti juga F1 merupakan ajang balap mobil bergengsi di dunia.

Pangsa Pasar

Secara keseluruhan volume penjualan *finish product* tahun 2022 meningkat dari tahun 2021, dan produk Pertamina Lubricants masih menguasai pangsa pasar pelumas domestik. Berdasarkan *benchmark* perusahaan sejenis untuk tahun 2022, produk pelumas Pertamina Lubricants menguasai 35% pangsa pasar pelumas domestik. Angka ini lebih rendah dibandingkan tahun sebelumnya di mana produk pelumas Pertamina Lubricants menguasai 43,1% (Kline & Company, Inc) pangsa pasar pelumas domestik.

Tentang pemenuhan hak-hak pelanggan serta inovasi produk berkelanjutan yang dilakukan Pertamina Lubricants dapat dilihat pada bab “Mewujudkan Keberlanjutan” dalam Laporan Tahunan ini.

is necessary to support the achievement of the Company's Vision, to become a world-class lubricant company. Until the end of 2022, the Company has been listed as the world's top 15 lubricant companies.

In addition, the Company continued to develop the lubricants market for shipping services through marine partnerships in several world ports, as well as developing the market for super vehicle lubricants through collaboration with a Supercar teams. The marine partnerships covering ports in Singapore, Fujairah (United Arab Emirates) and Texas (United States), with the target of meeting the lubricant needs of Pertamina and non-Pertamina oil vessels.

The collaboration with one of the Supercar teams is aimed at strengthening the existence and quality of Pertamina's lubricants in Supercar car racing, which covers Australia and New Zealand. This is done because the Supercar as well as F1 is prestigious car racing event in the world.

Market Share

Overall, sales volume for finished products in 2022 increased from 2021, and Pertamina Lubricants products still dominated the domestic lubricants market share. Based on the benchmark of similar companies for 2022, Pertamina Lubricants lubricant products controlled 35% of the domestic lubricant market share. This figure is lower than the previous year where Pertamina Lubricants' lubricant products controlled 43.1% (Kline & Company, Inc) of the domestic lubricant market share.

Regarding the fulfillment of customer rights and sustainable product innovations carried out by Pertamina Lubricants can be seen in the “Achieving Sustainability” chapter in this Annual Report.



ANALISIS KINERJA KEUANGAN

Financial Performance Analysis

Analisis kinerja keuangan berikut disusun berdasarkan informasi yang diperoleh dari Laporan Keuangan Audited Perusahaan yang berakhir pada tanggal 31 Desember 2022 serta 31 Desember 2021. Laporan Keuangan Perusahaan telah diaudit oleh Kantor Akuntan Publik Purwanto, Sungkoro & Surja yang ditunjuk Perusahaan. Laporan Keuangan Perusahaan yang berakhir pada periode 31 Desember 2022 memperoleh pendapat wajar dalam semua hal yang material.

The following financial performance analysis has been prepared based on information obtained from the Company's Audited Financial Statements ended on December 31, 2022 and December 31, 2021. The Company's Financial Statements have been audited by Purwanto, Sungkoro & Surja, a Public Accounting Firm appointed by the Company. The Company's Financial Statements for the period of December 31, 2022 obtained unqualified opinion.

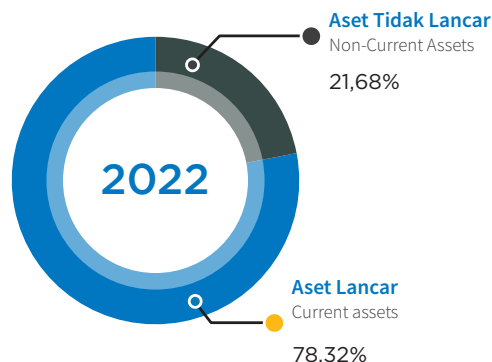
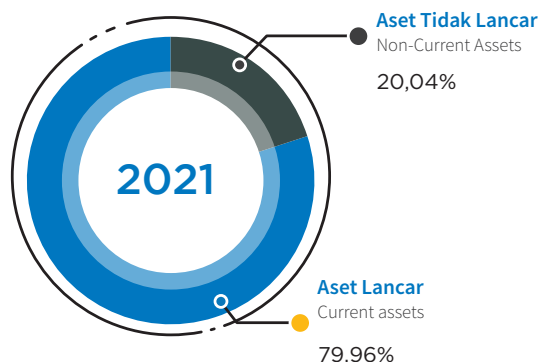
POSISI KEUANGAN KONSOLIDASIAN

Aset

CONSOLIDATED FINANCIAL POSITION

Assets

	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)	
Aset Lancar Current assets					
Kas dan Setara Kas Cash and cash equivalents	3.421.163	3.346.853	74.310	2,22	↑
Kas yang dibatasi penggunaannya Restricted cash	1.110	2.008	(898)	(44,72)	↓
Piutang usaha Trade receivables	592.809	953.247	(360.438)	(37,81)	↓
Piutang lain-lain Other receivables	12.685	10.356	2.328	22,48	↑
Persediaan - neto Net inventories	2.477.580	2.080.355	397.225	19,09	↑
Pajak dibayar di muka Prepaid taxes	218.884	129.213	89.671	69,40	↑
Klaim pengembalian pajak Tax refund claim	-	75.566	(75.566)	-	↓
Uang muka dan biaya dibayar dimuka Advances and preparid expenses	17.006	2.460	14.547	591,38	↑
Jumlah Aset Lancar Total Current Assets	6.741.237	6.600.059	141.179	2,14	↑
Aset Tidak Lancar Non-Current Assets					
Aset pajak tangguhan Deferred tax assets	110.234	87.710	22.524	25,68	↑
Aset tetap - neto Net fixed assets	1.225.178	1.217.133	8.046	0,66	↑
Aset hak-guna - neto Net right-of-use assets	318.756	254.057	64.699	25,47	↑
Investasi jangka panjang Long term investment	22.484	24.827	(2.343)	(9,44)	↓
Klaim pengembalian pajak Tax refund claim	157.238	37.178	120.059	322,93	↑
Aset tidak lancar lainnya Other non-current assets	31.777	32.774	(997)	(3,04)	↓
Jumlah Aset Tidak Lancar Total Non-Current Assets	1.865.666	1.653.678	211.988	12,82	↑
Jumlah Aset Total Assets	8.606.904	8.253.737	353.167	4,28	↑



Kinerja Aset Perusahaan dipengaruhi oleh Aset Lancar dan Aset Tidak Lancar. Total Aset Perusahaan di tahun 2022 meningkat 4,28% atau setara Rp353,17 miliar, dari tahun 2021 sebesar Rp8,25 triliun menjadi Rp8,61 triliun di tahun 2022. Kenaikan ini disebabkan adanya kenaikan pada kas dan setara kas, persediaan, pajak dibayar di muka, biaya dibayar di muka, aset pajak tangguhan, aset tetap, dan pajak dibayar di muka. Kenaikan ini disebabkan karena terjadi kenaikan pada persediaan dan klaim pengembalian pajak.

Dibandingkan tahun 2021, Total Aset Lancar tahun 2022 meningkat sebesar 2,14% atau setara dengan Rp141,18 miliar, dari Rp Rp6,60 triliun di tahun 2021 menjadi Rp6,74 triliun di tahun 2022. Kenaikan ini disebabkan oleh adanya kenaikan pada kas dan setara kas, persediaan, pajak dibayar di muka, dan biaya dibayar di muka. Kenaikan persediaan di tahun 2022, hal ini dilakukan untuk menjaga ketahanan pasar terkait dengan adanya isu kilang *turnover*.

Sedangkan Total Aset Tidak Lancar tahun 2022 mengalami kenaikan sebesar 12,82% atau setara dengan Rp211,99 miliar, dari Rp1,65 triliun di tahun 2021 menjadi Rp1,87 triliun di tahun 2022. Kenaikan ini disebabkan adanya kenaikan pada aset pajak tangguhan, aset tetap, dan pajak dibayar di muka. Kenaikan ini disebabkan karena peningkatan klaim pengembalian pajak dari Surat Ketetapan Pajak Kurang Bayar (SKPKB) dan Surat Tagihan Pajak (STP) tahun pajak 2017 yang diterima perusahaan pada Juli 2022 dan lebih bayar pada tahun pajak 2022.

The Company's Assets Performance is influenced by Current Assets and Non-Current Assets. Total assets of the Company in 2022 grew by 4.28% or Rp353.17 billion, from Rp8.25 trillion in 2021 to Rp8.61 trillion in 2022. The growth was due to an increase in cash and cash equivalents, inventories, prepaid taxes, prepaid expenses, deferred tax assets, fixed assets and prepaid taxes. This increase was due to an increase in inventories and tax refund claims.

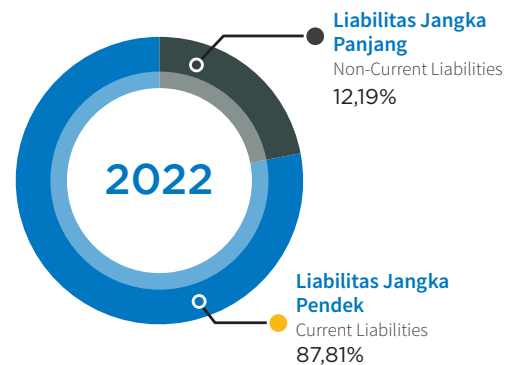
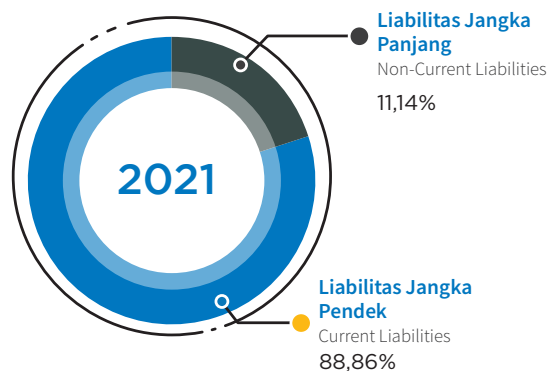
Compared to 2021, Total Current Assets in 2022 increased by 2.14% or equivalent to IDR 141.18 billion, from IDR 6.60 trillion in 2021 to IDR 6.74 trillion in 2022. This increase was due to an increase in cash and cash equivalents, inventories, prepaid taxes and prepaid expenses. Increase in inventory in 2022, this was done to maintain market resilience due to the kilang turnover issue.

Meanwhile, Total Non-Current Assets in 2022 increased by 12.82% or equivalent to IDR211.99 billion, from IDR1.65 trillion in 2021 to IDR1.87 trillion in 2022. This increase was due to an increase in deferred tax assets, fixed assets, and prepaid taxes. This increase was due to an increase in tax refund claims from Surat Ketetapan Pajak Kurang Bayar (SKPKB) and Surat Tagihan Pajak (STP) for the 2017 tax year received by the company in July 2022 and overpayments in the 2022 tax year.

Liabilitas

Liabilities

	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)	
Liabilitas Jangka Pendek Current liabilities					
Utang Usaha Trade payables	1.376.643	915.740	460.902	50,33	↑
Uang muka dari pelanggan Advances from customers	34.912	46.912	(12.000)	(25,58)	↓
Utang Lain-lain Other payables	23.513	32.575	(9.062)	(27,82)	↓
Utang Pajak Tax payables	56.887	123.143	(66.256)	(53,80)	↓
Biaya yang masih harus dibayar Accrued expenses	1.110.225	1.133.485	(23.260)	(2,05)	↓
Liabilitas sewa - bagian lancar Current portion of lease liabilities	175.253	92.641	82.612	89,17	↑
Jumlah Liabilitas Jangka Pendek Total Current Liabilities	2.777.432	2.344.495	432.937	18,47	↑
Liabilitas Jangka Panjang Non-Current Liabilities					
Liabilitas sewa - dikurangi bagian lancar Lease liabilities - net of current portion	232.897	167.061	65.836	39,41	↑
Liabilitas Imbalan Kerja Karyawan Employee Benefits Liability	152.815	126.712	26.103	20,60	↑
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	385.711	293.772	91.939	31,30	↑
Jumlah Liabilitas Total Liabilities	3.163.143	2.638.267	524.876	19,89	↑



Total Liabilitas Perusahaan di tahun 2022 meningkat 19,89% atau setara Rp524,88 miliar, dari Total Liabilitas di tahun 2021 sebesar Rp2,64 triliun menjadi Rp3,16 triliun di tahun 2022. Kenaikan ini disebabkan adanya kenaikan pada utang usaha, beban yang masih harus dibayar, utang lain-lain, sewa pembiayaan, dan taksiran kewajiban imbalan kerja.

In 2022, Total Liabilities of the Company grew by 19.89% or Rp524.88 billion, from Total Liabilities in 2021 of Rp2.64 trillion to IDR 3.16 trillion in 2022. The growth was due to an increase in trade payables, accrued expenses, other payables, lease liabilities, and estimated employee benefits liability.

Pada akhir tahun 2022, Liabilitas Jangka Pendek meningkat 18,47% atau setara Rp432,94 miliar, dari Rp2,34 triliun di tahun 2021 menjadi Rp2,78 triliun di tahun 2022. Kenaikan ini disebabkan adanya kenaikan pada utang usaha, beban yang masih harus dibayar, dan utang lain-lain. Kenaikan ini mayoritas disebabkan karena hutang *intercompany* dan hutang pihak ketiga.

At the end of 2022, Current Liabilities increased by 18.47% or Rp432.94 billion, from Rp2.34 trillion in 2021 to Rp2.78 trillion in 2022. This increase was due to an increase in trade payables, accrued expenses, and other payables. The majority of this increase was due to intercompany and third-party payables.

Sedangkan Liabilitas Jangka Panjang per 31 Desember 2022 sebesar Rp385,71 miliar, meningkat 31,30% atau setara Rp91,94 miliar jika dibandingkan posisi 31 Desember 2021 sebesar Rp293,77 miliar. Kenaikan ini disebabkan mayoritas karena adanya dampak PSAK 73 dan list kontrak baru, serta adanya kenaikan taksiran kewajiban imbalan kerja karena adanya penambahan karyawan baru.

Meanwhile, Non-Current Liabilities as of December 31, 2022 amounted to Rp385.71 billion, an increase of 31.30% or Rp91.94 billion when compared to the position on December 31, 2021 of Rp293.77 billion. This increase was mainly due to the impact of PSAK 73 and the list of new contracts, as well as an increase in the estimated employee benefit obligation due to the addition of new employees.

Ekuitas

Equity

	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)
Modal saham Share capital	3.413.526	3.413.526	-	-
Tambahan modal disetor Additional paid-in capital	(513.752)	(513.752)	-	-
Komponen ekuitas lainnya Other equity components	14.879	5.790	9.089	156,97 ↑
Saldo laba Retained earnings:				
Ditentukan penggunaannya Appropriated	943.435	850.390	93.045	10,94 ↑
Tidak ditentukan penggunaannya Unappropriated	1.585.317	1.859.118	(273.801)	(14,73) ↓
Jumlah ekuitas yang dapat diatribusikan kepada Total equity attributable to:				
Pemilik entitas Owner of parent entity	5.443.405	5.615.072	(171.667)	(3,06) ↓
Kepentingan non-pengendali Non-controlling interests	356	397	(42)	(10,50) ↓
Jumlah Ekuitas Total Equity	5.443.760	5.615.469	(171.709)	(3,06) ↓

Total Ekuitas Perusahaan di sepanjang tahun 2022 mengalami penurunan 3,06% atau setara Rp171,71 miliar, dari Total Ekuitas di tahun 2021 sebesar Rp5,61 triliun menjadi Rp5,44 triliun di tahun 2022. Penurunan ini paling besar disebabkan oleh laba tahun 2022 lebih kecil dibandingkan tahun 2021.

Throughout 2022, Total Equity of the Company decreased by 3.06%, or Rp171.71 billion, from Total Equity in 2021 of Rp5.61 trillion to Rp5.44 trillion in 2022. This decrease was mostly caused by smaller profit obtained in 2022 compared to 2021.

LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)
Pendapatan dari kontrak dengan pelanggan Revenues from contract with customers	12.834.585	11.421.379	1.413.205	12,37 ↑
Beban pokok penjualan Cost of revenues	(10.027.688)	(8.397.333)	(1.630.355)	19,42 ↑
Laba bruto Gross profit	2.806.897	3.024.047	(217.150)	(7,18) ↓
Beban penjualan dan pemasaran Sales and marketing expenses	(329.463)	(254.843)	(74.620)	29,28 ↑
Beban umum dan administrasi General and administrative expenses	(580.672)	(518.914)	(61.758)	11,90 ↑

	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)	
Laba (rugi) selisih kurs - neto Gain (loss) on foreign exchange - net	34.313	(7.691)	42.004	546,17	↑
Pendapatan keuangan - neto Financial income - net	69.203	93.319	(24.116)	(25,84)	↓
Pendapatan lain-lain - neto Other income - net	31.540	23.742	7.798	32,85	↑
Bagian atas rugi bersih perusahaan asosiasi Share in net loss of associated entity	(2.343)	(1.013)	(1.330)	131,23	↑
Laba sebelum pajak penghasilan Profit before income tax	2.029.476	2.358.647	(329.171)	(13,96)	↓
Beban pajak penghasilan - neto Income tax expenses - net	(442.441)	(498.336)	55.895	(11,22)	↓
Laba tahun berjalan Profit for the year	1.587.035	1.860.311	(273.276)	(14,69)	↓
Penghasilan (Beban) Komprehensif Lain Other Comprehensive Income (Expenses)	9.109	9.974	(865)	(8,67)	↓
Jumlah penghasilan komprehensif tahun berjalan Total comprehensive income for the year	1.596.144	1.870.285	(274.140)	(14,66)	↓
Laba tahun berjalan yang dapat diatribusikan kepada Profit for the year attributable to:					
Pemilik entitas induk Owner of parent entity	1.587.097	1.860.898	(273.801)	(14,71)	↓
Kepentingan non pengendali Non-controlling interests	(62)	(587)	525	(89,46)	↓
	1.587.035	1.860.311	(273.276)	(14,69)	↓
Jumlah penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada Total comprehensive income for the year attributable to:					
Pemilik entitas induk Owner of parent entity	1.596.186	1.871.070	(274.884)	(14,69)	↓
Kepentingan non pengendali Non-controlling interests	(42)	(785)	743	(94,68)	↓
	1.596.144	1.870.285	(274.140)	(14,66)	↓

Pendapatan dari Kontrak dengan Pelanggan

Pada tahun 2022, Perusahaan membukukan pendapatan dari kontrak dengan pelanggan sebesar Rp12,83 triliun, meningkat 12,37 % atau setara dengan Rp1,41 triliun dibandingkan tahun sebelumnya sebesar Rp11,42 triliun. Kenaikan ini terutama disebabkan adanya *pricing strategy* yang terjadi selama tahun 2022.

Beban Pokok Penjualan

Perusahaan mencatat beban pokok penjualan tahun 2022 sebesar Rp10,03 triliun, meningkat 19,42% atau setara dengan Rp1,63 triliun dibandingkan tahun 2021 sebesar Rp8,40 triliun. Kenaikan ini terutama disebabkan karena kenaikan harga LBO dibandingkan tahun 2021 yang sudah terjadi sejak bulan

Revenues from Contract with Customers

In 2022, the Company posted revenue from contracts with customers of Rp12.83 trillion, an increase of 12.37% or Rp1.41 trillion compared to the previous year of Rp11.42 trillion. This increase was mainly due to pricing strategy that occurred during 2022.

Cost of Revenues

The Company recorded cost of revenues in 2022 of Rp10.03 trillion, an increase of 19.42% or Rp1.63 trillion compared to 2021 of Rp8.40 trillion. This increase was mainly due to the increase in LBO prices compared to 2021 which had occurred since January 2022, with a significant increase from March to

Januari 2022 dan terjadi kenaikan signifikan pada bulan Maret hingga bulan Juli 2022 karena efek perang Ukraina dan Rusia, serta terdapat kenaikan harga aditif di bulan Maret 2022.

Beban Penjualan dan Pemasaran

Beban penjualan dan pemasaran terdiri dari beban iklan dan promosi; gaji, upah dan tunjangan karyawan lainnya; jasa profesional dan *outsourcing*; beban pajak, retribusi dan denda; perjalanan dinas; penyusutan; pengangkutan dan distribusi; utilitas, prasarana dan bahan bakar; sewa; serta beban lain-lain dengan jumlah di bawah Rp1 miliar.

Di tahun 2022, beban penjualan dan pemasaran sebesar Rp329,46 miliar, meningkat 29,28% atau setara dengan Rp74,62 miliar dibandingkan tahun 2021 sebesar Rp254,84 miliar. Kenaikan ini terutama disebabkan karena adanya kenaikan beban promosi.

Beban Umum dan Administrasi

Beban umum dan administrasi terdiri dari beban gaji dan upah; jasa profesional dan *outsourcing*; penyusutan; beban pajak, retribusi dan denda; pemeliharaan dan perbaikan; pengangkutan dan distribusi; sewa; beban pelatihan dan pendidikan; beban material dan peralatan; perjalanan dinas; utilitas, prasarana dan bahan bakar; serta beban lain-lain dengan jumlah di bawah Rp1 miliar.

Beban umum dan administrasi tahun 2022 sebesar Rp580,67 miliar, meningkat 11,90% atau setara dengan Rp61,76 miliar dibandingkan tahun sebelumnya sebesar Rp518,91 miliar. disebabkan karena kenaikan beban sewa dan *tax allowance*.

Laba (Rugi) Selisih Kurs - Neto

Laba (rugi) selisih kurs - neto adalah keuntungan atau kerugian dari selisih yang dihasilkan atas penjabaran mata uang tertentu ke dalam mata uang yang lain pada kurs yang berbeda.

Pada tahun 2022, laba selisih kurs - neto sebesar Rp34,31 miliar, meningkat 546,17% atau setara dengan Rp42,00 miliar dibandingkan tahun 2021 dimana Perusahaan mencatat rugi selisih kurs - neto sebesar Rp7,69 miliar. Kenaikan ini terutama disebabkan karena adanya kenaikan aset moneter.

Pendapatan Keuangan - Neto

Pendapatan keuangan - neto adalah arus masuk bruto dari manfaat ekonomi yang timbul diluar kegiatan usaha utama perusahaan.

Pendapatan keuangan - neto tahun 2022 sebesar Rp69,20 miliar, turun 25,84% atau setara dengan Rp24,12 miliar dibandingkan tahun sebelumnya sebesar Rp93,32 miliar. Penurunan ini terutama disebabkan karena adanya penurunan pendapatan bunga bank dan deposito.

July 2022 due to the effects of war between Ukraine and Russia, and there was an increase in additive prices in March 2022.

Sales and Marketing Expenses

Sales and marketing expenses consist of advertising and promotion expenses; salaries, wages and other employee benefits; professional services and outsourcing; taxes, levies and fines; official travel; depreciation; transportation and distribution; utilities, infrastructure and fuel; rent; as well as other expenses with an amount below Rp1 billion.

In 2022, selling and marketing expenses amounted to Rp329.46 billion, an increase of 29.28% or Rp74.62 billion compared to 2021 of Rp254.84 billion. This increase was primarily due to an increase in promotional expenses.

General and Administrative Expenses

General and administrative expenses consist of salaries and wages; professional services and outsourcing; depreciation; taxes, levies and fines; maintenance and repair; transportation and distribution; rent; training and education expenses; material and equipment expenses; official travel; utilities, infrastructure and fuel; as well as other expenses with an amount below Rp1 billion.

General and administrative expenses in 2022 amounted to Rp580.67 billion, an increase of 11.90% or Rp61.76 billion compared to the previous year of Rp518.91 billion. This was due to an increase in rental expenses and tax allowances.

Gain (Loss) on Foreign Exchange - Net

Gain (loss) on foreign exchange - net is a gain or loss from the difference resulting from the translation of certain currencies into other currencies at different exchange rates.

In 2022, gain on foreign exchange - net was Rp34.31 billion, an increase of 546.17% or Rp42.00 billion compared to 2021 where the Company recorded loss on foreign exchange - net of Rp7.69 billion. This increase was mainly due to an increase in monetary assets.

Financial Income - Net

Financial income - net is the gross inflow of economic benefits arising outside the Company's main business activities.

Financial income - net in 2022 amounted to Rp69.20 billion, decreased by 25.84% or Rp24.12 billion compared to the previous year of Rp93.32 billion. This decrease was mainly due to a decrease in bank interest income and deposits.

Pendapatan Lain-lain - Neto

Pendapatan lain-lain – neto terdiri dari pendapatan yang timbul diluar kegiatan usaha utama perusahaan.

Di tahun 2022, pendapatan lain-lain - neto sebesar Rp31,54 miliar, meningkat 32,85% atau setara dengan Rp7,80 miliar dibandingkan pendapatan lain-lain – neto tahun 2021 sebesar Rp23,74 miliar. Kenaikan ini terutama disebabkan karena adanya kenaikan pendapatan sewa.

Bagian atas Rugi Bersih Perusahaan Asosiasi

Perusahaan memiliki entitas asosiasi, yaitu PT Katalis Sinergi Indonesia dengan kepemilikan sebesar 38,00%.

Bagian atas rugi bersih perusahaan asosiasi tahun 2022 sebesar Rp2,34 miliar, meningkat 131,23% atau setara dengan Rp1,33 miliar dibandingkan tahun sebelumnya sebesar Rp1,01 miliar. Kenaikan ini terutama disebabkan belum adanya kegiatan penjualan sampai dengan tahun 2022.

Beban Pajak Penghasilan - Neto

Beban pajak penghasilan – neto adalah jumlah pajak yang dibayarkan atas laba sebelum pajak penghasilan kepada negara sesuai dengan peraturan perundang-undangan yang berlaku.

Beban pajak penghasilan - neto tahun 2022 sebesar Rp442,44 miliar, turun 11,22% atau setara dengan Rp55,89 miliar dibandingkan tahun sebelumnya sebesar Rp498,34 miliar. Penurunan ini terutama disebabkan oleh penurunan perolehan laba fiskal 2022.

Laba Tahun Berjalan

Perusahaan membukukan laba tahun berjalan tahun 2022 sebesar Rp1,59 triliun, turun 14,69% atau setara dengan Rp273,28 miliar dibandingkan tahun 2021 dimana Perusahaan membukukan laba tahun berjalan sebesar Rp1,86 triliun. Penurunan ini terutama disebabkan karena kenaikan cogs pada tahun 2022.

Jumlah Penghasilan Komprehensif Tahun Berjalan

Jumlah penghasilan komprehensif tahun berjalan tahun 2022 sebesar Rp1,60 triliun, turun 14,66% atau setara dengan Rp274,14 miliar dibandingkan tahun 2021 sebesar Rp1,87 triliun. Penurunan ini terutama disebabkan penurunan laba pada tahun 2022.

Other Income - Net

Other income - net consists of income arising outside the Company's main business activities.

In 2022, other income - net was Rp31.54 billion, an increase of 32.85% or Rp7.80 billion compared to other income – net in 2021 of Rp23.74 billion. This increase was mainly due to an increase in rental income.

Share in Net Loss of Associated Entity

The Company has an associated entity, PT Katalis Sinergi Indonesia, with 38.00% ownership.

Share in net loss of associated entity in 2022 amounted to Rp2.34 billion, increased by 131.23% or Rp1.33 billion compared to the previous year of Rp1.01 billion. This increase was mainly due to the

Income Tax Expense - Net

Income tax expense - net is the amount of tax paid on profit before income tax to the state in accordance with applicable laws and regulations.

Income tax expense - net in 2022 amounted to Rp442.44 billion, decreased by 11.22% or Rp55.89 billion compared to the previous year of Rp498.34 billion. This decrease was mainly due to a decrease in the 2022 fiscal profit.

Profit for the Year

The Company posted profit for the year 2022 of Rp1.59 trillion, a decrease of 14.69% or Rp273.28 billion compared to 2021 where the Company posted profit for the year of Rp1.86 trillion. This decrease was mainly due to the increase in cogs in 2022

Total Comprehensive Income for the Year

Total comprehensive income for the year 2022 was Rp1.60 trillion, a decrease of 14.66% or Rp274.14 billion compared to 2021 of Rp1.87 trillion. This decrease was mainly due to a decrease in profit in 2022.

ARUS KAS KONSOLIDASIAN

CONSOLIDATED CASH FLOWS

	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)	
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	1.905.735	1.593.717	312.018	19,58	↑
Arus Kas dari Aktivitas Investasi Cash Flows from Investing Activities	(77.572)	167.339	(244.911)	(146,36)	↓
Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	(1.776.445)	(2.116.417)	339.972	(16,06)	↓
Kenaikan (Penurunan) Neto Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	51.718	(355.360)	407.079	114,55	↑
Efek perubahan nilai kurs mata uang asing pada kas dan setara kas Effect of foreign exchange rate changes on cash and cash equivalents	22.591	2.314	20.278	876,46	↑
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at Beginning of the Year	3.346.853	3.699.900	(353.047)	(9,54)	↓
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at End of the Year	3.421.163	3.346.853	74.310	2,22	↑

Di sepanjang tahun 2022, Kas dan Setara Kas Perusahaan meningkat 2,22% atau setara Rp74,31 miliar, dari Kas dan Setara Kas di akhir tahun 2021 sebesar Rp3,35 triliun menjadi Rp3,42 triliun di akhir tahun 2022. Kenaikan ini disebabkan oleh peningkatan arus kas operasi.

Throughout 2022, the Company's Cash and Cash Equivalents increased by 2.22% or Rp74.31 billion, from Cash and Cash Equivalents at the end of 2021 of Rp3.35 trillion to Rp3.42 trillion at the end of 2022. This increase was due to increase in operating cash flows.

Arus Kas yang diperoleh dari Aktivitas Operasi tahun 2022 sebesar Rp1,91 triliun, meningkat 19,58% atau setara dengan Rp312,02 miliar dibandingkan arus kas yang diperoleh dari aktivitas operasi tahun 2021 sebesar Rp1,60 triliun. Kenaikan ini disebabkan oleh peningkatan penerimaan kas dari pelanggan, hal ini berbanding lurus dengan kenaikan *sales* dan penurunan *outstanding AR* di tahun 2022.

Cash flows provided by operating activities in 2022 amounted to Rp1.91 trillion, an increase of 19.58% or Rp312.02 billion compared to cash flows provided by operating activities in 2021 of Rp1.60 trillion. This increase was due to an increase in cash receipts from customers, directly proportional to the increase in sales and the decrease in outstanding AR in 2022.

Arus Kas yang digunakan untuk Aktivitas Investasi tahun 2022 sebesar Rp77,57 miliar, mengalami penurunan 146,36% atau setara dengan Rp244,911 miliar dibandingkan tahun 2021 dimana Perusahaan membukukan arus kas yang diperoleh dari aktivitas investasi sebesar Rp167,34 miliar. Penurunan ini disebabkan karena pada tahun 2021 terdapat pencairan deposito berjangka dan turunnya akuisi aset tetap pada tahun 2022.

Cash flows used in Investing Activities in 2022 amounted to Rp77.57 billion, a decrease of 146.36% or Rp244.911 billion compared to 2021 where the Company recorded cash flows provided by investing activities of Rp167.34 billion. This decrease was due to the disbursement of time deposits and a decrease in the acquisition of fixed assets in 2022.

Arus Kas yang digunakan untuk Aktivitas Pendanaan tahun 2022 sebesar Rp1,78 triliun, mengalami penurunan 16,06% atau setara dengan Rp339,97 miliar dibandingkan arus kas yang digunakan untuk aktivitas pendanaan tahun 2021 sebesar Rp2,12 triliun. Penurunan ini disebabkan karena pembayaran dividen tahun 2022 lebih kecil dibandingkan tahun 2021.

Cash flows used in financing activities in 2022 amounted to Rp1.78 trillion, a decrease of 16.06% or Rp339.97 billion compared to cash flows used in financing activities in 2021 of Rp2.12 trillion. This decrease was due to smaller dividend payments in 2022 compared to 2021.

DISTRIBUSI NILAI EKONOMI BERDASARKAN FORMAT GRI

Berikut ini disampaikan distribusi nilai ekonomi berdasarkan format GRI.

DISTRIBUTION OF ECONOMIC VALUE BASED ON GRI FORMAT

The following is the distribution of economic value based on the GRI format.

Nilai Ekonomi Langsung yang Dihasilkan dan Didistribusikan [201-1] Direct Economic Value Generated and Distributed

	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)	
Nilai ekonomi langsung yang dihasilkan Direct economic value generated					
Pendapatan dari kontrak dengan pelanggan Revenues from contract with customers	12.834.585	11.421.379	1.413.206	12,37	↑
Pendapatan keuangan - neto Financial income - net	69.202	93.319	(24.117)	(25,84)	↓
Pendapatan lain-lain - neto Other income - net	31.540	23.742	7.798	32,84	↑
Jumlah Total	12.935.327	11.538.440	1.396.887	12,11	↑
Nilai ekonomi langsung yang didistribusikan Direct economic value distributed					
Beban pokok penjualan Cost of revenues	(10.027.688)	(8.397.333)	1.630.355	19,42	↑
Beban penjualan dan pemasaran Sales and marketing expenses	(329.463)	(254.843)	74.620	29,28	↑
Beban umum dan administrasi General and administrative expenses	(580.672)	(518.914)	61.758	11,90	↑
Beban pajak penghasilan - neto Income tax expense - net	(442.441)	(498.336)	(55.895)	(11,22)	↓
Jumlah Total	(11.380.264)	(9.669.426)	1.710.838	17,69	↑
Dikurangi/ditambah: (laba)/rugi selisih kurs - neto Less/plus: (gain)/loss on foreign exchange - net	34.313	(7.691)	42.004	546,14	↑
Dikurangi: bagian atas rugi bersih perusahaan asosiasi Less: share in net loss of associated entity	(2.343)	(1.013)	1.330	131,29	↑
Nilai ekonomi langsung yang disimpan (tanpa memperhitungkan pembayaran dividen dan investasi TJSL) Direct economic value retained (without taking into account dividend payments and CSR investments)	1.587.033	1.860.310	(273.277)	(14,69)	↓
Pembayaran dividen kepada pemegang saham Payment of dividends to shareholders	(1.767.853)	(2.032.331)	(264.478)	(13,01)	↓
Investasi TJSL CSR investments	5.480	5.392	88	1,63	↑
Nilai ekonomi langsung yang disimpan (dengan memperhitungkan pembayaran dividen dan investasi TJSL) Direct economic value retained (taking into account dividend payments and CSR investments)	(186.300)	(177.413)	(8.887)	5,01	↑

Dari tabel di atas, terlihat bahwa nilai ekonomi langsung yang dihasilkan tahun 2022 sebesar Rp12,93 triliun, meningkat 12,11% atau setara dengan Rp1,40 triliun dibandingkan tahun sebelumnya sebesar Rp11,54 triliun. Sedangkan nilai ekonomi langsung yang didistribusikan tahun 2022 tanpa memperhitungkan pembayaran dividen kepada pemegang saham dan investasi Perusahaan atas kegiatan TJSL sebesar Rp11,35 triliun. Dengan demikian, nilai ekonomi langsung yang disimpan tanpa memperhitungkan pembayaran dividen dan investasi TJSL tahun 2022 sebesar Rp1,59 triliun, mengalami penurunan 14,69% atau setara dengan Rp273,28 miliar dibandingkan tahun sebelumnya sebesar Rp1,86 triliun.

Jika memperhitungkan pembayaran dividen dan investasi Perusahaan atas kegiatan TJSL, nilai ekonomi langsung yang disimpan di tahun 2022 tercatat sebesar defisit Rp186,30 miliar, meningkat 5,01% dibandingkan tahun sebelumnya sebesar Rp177,41 miliar.

From the table above, it can be seen that the direct economic value generated in 2022 was Rp12.93 trillion, an increase of 12.11% or Rp1.40 trillion compared to the previous year of Rp11.54 trillion. Meanwhile, the direct economic value distributed in 2022 without taking into account the payment of dividends to shareholders and investment in CSR activities amounted to Rp11.35 trillion. Thus, the direct economic value retained without taking into account dividend payments and CSR investments in 2022 amounted to Rp1.59 trillion, a decrease of 14.69% or Rp273.28 billion compared to the previous year of Rp1.86 trillion.

If taking into account dividend payments and investment made by the Company in CSR activities, the direct economic value retained in 2022 was recorded at a deficit of Rp186.30 billion, an increase of 5.01% compared to the previous year of Rp177.41 billion.



PROFITABILITAS SERTA KEMAMPUAN EFISIENSI DAN MENGHASILKAN KEUNTUNGAN

Profitability and Ability to Generate Profit and Efficiency

Pertamina Lubricants memiliki beberapa rasio yang dapat mengukur profitabilitas serta kemampuan efisiensi yang dilakukan.

Pertamina Lubricants has several ratios to measure profitability and ability for efficiency.

	Satuan Unit	2022	2021	Kenaikan (Penurunan) Increase (Decrease) 2021-2022 (%)
Rasio Profitabilitas Profitability Ratio				
Imbal balik atas ekuitas, atau <i>Return On Equity</i> (ROE) Return On Equity (ROE)	%	35,47	39,25	(3,78) ↓
Imbal balik atas investasi, atau <i>Return On Investment</i> (ROI) Return On Investment (ROI)	%	24,97	31,19	(6,22) ↓
Imbal balik atas aset, atau <i>Return On Asset</i> (ROA) Return On Asset (ROA)	%	19,23	22,54	(14,69) ↓
Marjin Laba Usaha Operating Profit Margin	%	14,78	19,70	(4,92) ↓
Marjin Laba Bersih Net Profit Margin	%	12,37	16,29	(3,92) ↓
Rasio Efisiensi Efficiency Ratio				
Perputaran Persediaan Inventory Turnover	%	70,46	66,48	3,98 ↑
Perputaran Total Aset atau <i>Total Asset Turn Over</i> (TATO) Total Asset Turn Over (TATO)	%	155,11	147,00	8,11 ↑
Rasio Modal Terhadap Total Aset Equity to Asset Ratio	%	52,29	57,73	(5,44) ↓

Berikut penjelasan dari masing-masing rasio di atas.

The explanation of each of the above ratios above is as follows.

- Rasio Imbalan kepada Pemegang Saham, atau *Return On Equity* (ROE)
Nilai rasio imbalan kepada Pemegang Saham untuk tahun 2022 mencapai 35,47%, lebih rendah 3,78% dibandingkan tahun 2021 yang tercatat mencapai 39,25%. Hal ini terutama disebabkan karena adanya penurunan laba tahun 2022.
- Imbalan Investasi, atau *Return On Investment* (ROI)
Nilai imbalan investasi di tahun 2022 mencapai 24,97%, lebih rendah 6,22% dibandingkan tahun 2021 yang tercatat mencapai 31,19%. Hal ini terutama disebabkan karena adanya penurunan laba tahun 2022 dan kenaikan total *capital employed* pada tahun 2022.

- Return on Equity (ROE) to Shareholders
The return on equity ratio in 2022 reached 35.47%, 3.78% lower compared to 2021 which was recorded at 39.25%. This was mainly due to a decrease in 2022 profit.
- Return On Investment (ROI)
The return on investment in 2022 reached 24.97%, 6.22% lower than in 2021 which was recorded at 31.19%. This was mainly due to a decrease in profit in 2022 and an increase in total capital employed in 2022.

- **Imbalan atas Aset, atau *Return On Asset* (ROA)**
Nilai imbal balik atas aset tahun 2022 mencapai 19,23%, lebih rendah 14,69% dibandingkan tahun 2021 yang tercatat mencapai 22,54%. Hal ini terutama disebabkan karena adanya penurunan laba tahun 2022 dan kenaikan total aset pada tahun 2022.
- **Marjin Laba Usaha**
Nilai Marjin Laba Usaha tahun 2022 mencapai 14,78%, lebih rendah 4,92% dibandingkan tahun 2021 yang tercatat mencapai 19,70%. Hal ini terutama disebabkan karena kenaikan harga pokok penjualan yang cukup signifikan dibandingkan tahun 2021.
- **Marjin Laba Bersih**
Nilai Marjin Laba Bersih tahun 2022 mencapai 12,37%, lebih rendah 3,92% dibandingkan tahun 2021 yang tercatat mencapai 16,29%. Hal ini terutama disebabkan karena kenaikan harga pokok penjualan yang cukup signifikan dibandingkan tahun 2021.
- **Perputaran Persediaan**
Perputaran Persediaan tahun 2022 adalah selama 70,46 hari, lebih lambat 3,98 hari dibandingkan tahun 2021 yang tercatat selama 66,48 hari. Hal ini terutama disebabkan karena adanya kenaikan persediaan di tahun 2022.
- **Perputaran Total Aset, atau *Total Asset Turnover* (TATO)**
Perputaran Total Aset tahun 2022 sebesar 155,11%, lebih tinggi 8,11% dibandingkan tahun 2021 sebesar 147,00%. Hal ini terutama disebabkan karena kenaikan pendapatan dan total aset di tahun 2022.
- **Rasio Modal Terhadap Total Aset**
Rasio Modal Terhadap Total Aset tahun 2022 sebesar 52,29%, lebih rendah 5,44% dibandingkan tahun 2021 sebesar 57,73%. Hal ini terutama disebabkan karena terjadi penurunan modal yang merupakan dampak dari penurunan laba tahun 2022.
- **Return on Asset (ROA)**
The return on assets in 2022 reached 19.23%, 14.69% lower compared to 2021 which was recorded at 22.54%. This was mainly due to a decrease in profit in 2022 and an increase in total assets in 2022.
- **Operating Profit Margin**
The value of Operating Profit Margin in 2022 reached 14.78%, 4.92% lower compared to 2021 which was recorded at 19.70%. This was mainly due to a significant increase in cost of revenues compared to 2021.
- **Net Profit Margin**
The value of Net Profit Margin in 2022 reached 12.37%, 3.92% lower compared to 2021 which was recorded at 16.29%. This was mainly due to a significant increase in cost of revenues compared to 2021.
- **Inventory Turnover**
The Inventory Turnover in 2022 was 70.46 days, 3.98 days slower than in 2021 which was recorded at 66.48 days. This was mainly due to an increase in inventories in 2022.
- **Total Asset Turnover (TATO)**
The Total Asset Turnover in 2022 was 155.11%, 8.11% higher compared to 2021 of 147.00%. This was mainly due to an increase in revenue and total assets in 2022.
- **Equity to Asset Ratio**
The Equity to Asset Ratio in 2022 was 52.29%, 5.44% lower compared to 2021 of 57.73%. This was mainly due to a decrease in capital affected by a decrease in 2022 profit.

KEMAMPUAN MEMBAYAR UTANG

Ability to Pay Debt

Kewajiban Perusahaan terhadap kreditor tahun 2022 sebesar Rp1,4 Triliun, di mana jumlah tersebut meningkat 31,27% atau setara dengan Rp451,84 Miliar dibandingkan tahun sebelumnya yang mencapai Rp948,32 miliar. Kenaikan tersebut terutama disebabkan tingginya tagihan base oil pada bulan Desember yang baru dibayarkan di tahun 2023.

The Company's liabilities to creditors in 2022 amounted to Rp1.4 trillion, increased by 31.27% or Rp451.84 billion compared to the previous year which reached IDR 948.32 billion. The increase was mainly due to high base oil bills in December which will be paid in 2023.

Rasio Likuiditas

Likuiditas adalah rasio yang mencerminkan kemampuan Perusahaan memenuhi kewajiban, terutama kewajiban dana jangka pendek. Tingkat likuiditas dapat dilihat dari:

Liquidity Ratio

Liquidity is a ratio that reflects the Company's ability to meet its obligations, especially short-term liabilities. The level of liquidity is indicated by:

Rasio Likuiditas Liquidity Ratio	Satuan Unit	2022	2021	Kenaikan (Penurunan) Increase (Decrease) 2021-2022 (%)
Rasio Kas Cash Ratio	%	123,18	142,75	(19,57) ↓
Rasio Lancar Current Ratio	%	242,71	281,51	(38,80) ↓

- Rasio Kas (*Cash Ratio*)**
Rasio kas di tahun 2022 sebesar 123,18%, lebih rendah dibandingkan rasio kas tahun 2021 sebesar 142,75%. Penurunan ini terutama disebabkan karena persentase kenaikan labilitas jangka pendek lebih besar dibandingkan kenaikan kas setara kas.
- Rasio Lancar (*Current Ratio*)**
Rasio lancar tahun 2022 sebesar 242,71%, lebih rendah 38,80% dibandingkan rasio lancar tahun 2021 sebesar 281,51%. Penurunan ini terutama disebabkan karena persentase kenaikan labilitas jangka pendek lebih besar dibandingkan aset lancar.

- Cash Ratio**
The cash ratio in 2022 was 123.18%, lower than the cash ratio in 2021 of 142.75%. This decrease was mainly due to higher percentage increase in current liabilities than the increase in cash and cash equivalents.
- Current Ratio**
The current ratio in 2022 was 242.71%, 38.80% lower than the current ratio in 2021 of 281.51%. This decrease was mainly due to higher percentage increase in current liabilities compared to current assets.

Rasio Solvabilitas

Rasio Solvabilitas menunjukkan kemampuan Perusahaan untuk membayar seluruh kewajibannya. Tingkat solvabilitas dapat dilihat dari:

Solvency Ratio

Solvency Ratio shows the Company's ability to pay all of its obligations. The level of solvency is indicated by:

Rasio Solvabilitas Solvency Ratio	Satuan Unit	2022	2021	Kenaikan (Penurunan) Increase (Decrease) 2021-2022 (%)
Rasio Liabilitas terhadap Ekuitas Debt to Equity Ratio	%	58,11	46,98	11,12 ↑
Rasio Liabilitas terhadap Aset Debt to Asset Ratio	%	36,75	31,96	4,79 ↑

- Rasio Liabilitas terhadap Aset, atau *Debt to Asset Ratio* (DAR)

Rasio utang terhadap aset tahun 2022 sebesar 36,75%, lebih tinggi 4,79% dibandingkan rasio utang terhadap aset tahun 2021 sebesar 31,96%. Hal ini terutama disebabkan karena kenaikan total liabilitas pada tahun 2022.

- Rasio Liabilitas terhadap Ekuitas, atau *Debt to Equity Ratio* (DER)

Rasio utang terhadap ekuitas tahun 2022 sebesar 58,11%, lebih tinggi 11,12% dibandingkan tahun 2021 sebesar 46,98%. Hal ini terutama disebabkan karena kenaikan liabilitas di tahun 2022 lebih besar dibandingkan kenaikan aset.

- Debt to Asset Ratio (DAR)

The debt to asset ratio in 2022 was 36.75%, 4.79% higher than the debt to asset ratio in 2021 of 31.96%. This was mainly due to an increase in total liabilities in 2022.

- Debt to Equity Ratio (DER)

The debt to equity ratio in 2022 was 58.11%, 11.12% higher compared to 2021 of 46.98%. This was mainly because the increase in liabilities in 2022 is higher than the increase in assets.

TINGKAT KOLEKTIBILITAS PIUTANG

Receivables Collectability Rate

Kemampuan Perusahaan dalam melakukan koleksi piutang terlihat dari rasio *Collection Period*, di mana pada tahun 2022 *Collection Period* adalah selama 16,86 hari, lebih cepat 13,6 hari dibandingkan tahun 2021 yang tercatat selama 30,46 hari. Hal ini terutama disebabkan karena perusahaan melakukan peningkatan *payment collection* secara aktif dan berkala.

The Company's ability to collect receivables can be seen from the Collection Period ratio, where in 2022 the Collection Period was 16.86 days, 13.6 days faster than in 2021 which was recorded at 30.46 days. This was mainly due to the fact that the Company is actively and periodically increasing payment collections.

	Satuan Unit	2022	2021	Kenaikan (Penurunan) Increase (Decrease)	
				Nominal	Persentase (%) Percentage
<i>Collection Period</i>	hari days	16,86	30,46	13,6	(44,65) ↓

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL PERUSAHAAN

Capital Structure and Management Policy on the Company's Capital Structure

Struktur Modal Perusahaan

Hingga akhir tahun 2022, Perusahaan tidak memiliki liabilitas berbunga. Posisi keuangan Perusahaan dalam kategori sangat baik, yang terlihat dari komposisi kas dan setara kas sebagai aset likuid Perusahaan mencapai 39,75% dari total perimbangan posisi keuangan Perusahaan. Di samping itu, ekuitas Perusahaan tergolong mampu menopang sebagian besar struktur modal Perusahaan, dengan komposisi Perusahaan mencapai 63,25% dari total perimbangan posisi keuangan Perusahaan.

Kebijakan Manajemen atas Permodalan Perusahaan

Kebijakan permodalan dan pendanaan Perusahaan sepenuhnya diatur oleh *Subholding Commercial & Trading*, PT Pertamina Patra Niaga. Perusahaan tidak diberikan otorisasi untuk melakukan pinjaman baik jangka pendek maupun jangka panjang. Oleh karena itu, penerimaan modal Perusahaan sangat tergantung sepenuhnya dengan kemampuan PT Pertamina Patra Niaga mendapatkan pendanaan.

Dalam mengelola permodalannya, PT Pertamina Patra Niaga senantiasa mempertahankan kelangsungan usahanya termasuk entitas anak serta memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya. PT Pertamina Patra Niaga secara aktif dan rutin menelaah dan mengelola permodalannya untuk memastikan struktur modal dan pengembalian yang optimal bagi pemegang saham, dengan mempertimbangkan efisiensi penggunaan modal berdasarkan arus kas operasi dan belanja modal, serta mempertimbangkan kebutuhan modal di masa yang akan datang. Dengan demikian, kemampuan Perusahaan dalam mengelola permodalannya untuk memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya serta untuk senantiasa mempertahankan kelangsungan usaha sangat terbatas.

Capital Structure of the Company

Until the end of 2022, the Company has no interest bearing liabilities. The Company's financial position is in very good category, as seen from the composition of cash and cash equivalents as the Company's liquid assets reaching 39.75% of the total balance of the Company's financial position. In addition, the Company's equity is classified as capable of supporting most of the Company's capital structure, with the composition reaching 63.25% of the total balance of the Company's financial position.

Management Policy on Company's Capital

The Company's capital and funding policies are fully regulated by Subholding Commercial & Trading, PT Pertamina Patra Niaga. The Company is not authorized to propose any loans, either short term or long term. Therefore, the Company's capital is fully dependent on PT Pertamina Patra Niaga's ability to obtain funding.

In managing its capital, PT Pertamina Patra Niaga maintains the continuity of its business including its subsidiaries and maximize benefits for shareholders and other stakeholders. PT Pertamina Patra Niaga actively and regularly reviews and manages its capital to ensure optimal capital structure and returns for shareholders, taking into account the efficient use of capital based on operating cash flows and capital expenditures, as well as considering future capital requirements. Thus, the Company's ability to manage its capital to maximize benefits for shareholders and other stakeholders and to continuously maintain business continuity is very limited.

SISTEM MANAJEMEN ASET

Asset Management System

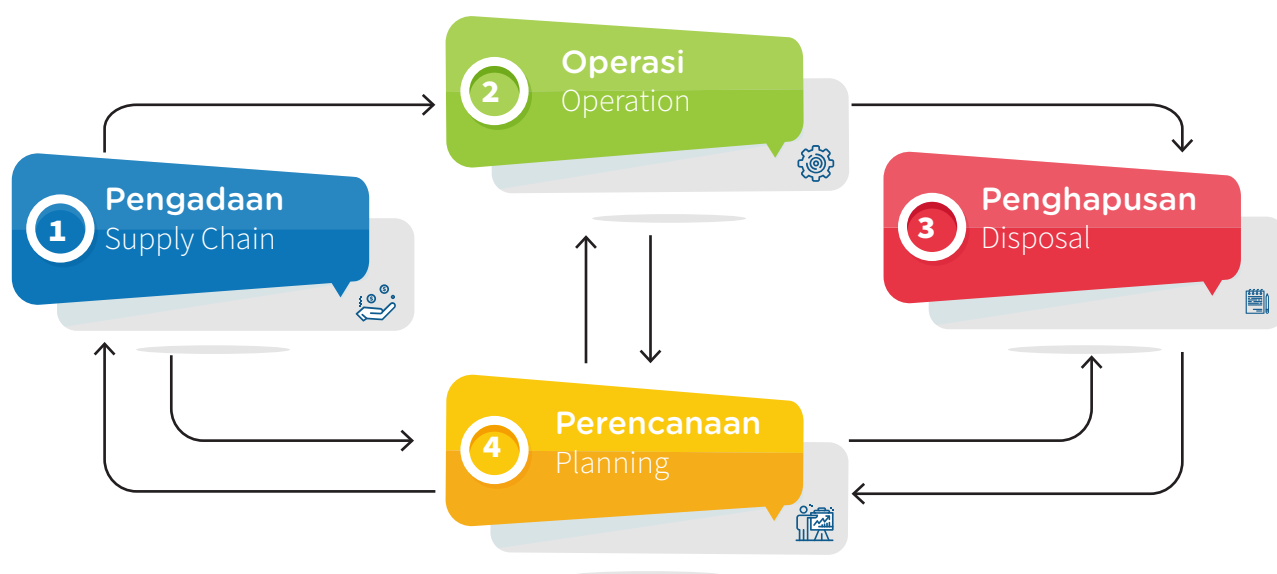
Pertamina Lubricants telah menerapkan sistem manajemen aset yang mengacu pada ISO 55001:2014 Sistem Manajemen Aset, yang merupakan suatu proses pengelolaan aset (kekayaan) yang memiliki nilai ekonomis, nilai komersial, dan nilai tukar, serta mampu mendorong tercapainya tujuan dari perusahaan, melalui proses manajemen *planning, organizing, leading, dan controlling* yang bertujuan mendapat keuntungan dengan mengurangi biaya (*cost*) secara efisien dan efektif. Pengelolaan aset dilaksanakan di bawah Fungsi Manajemen Aset, dan telah mencakup kantor pusat maupun unit produksi yang ada di Indonesia.

Sejalan dengan penerapan ISO 55001:2014 Sistem Manajemen Aset, Perusahaan menjalankan audit internal. Selanjutnya Pertamina Lubricants melakukan Audit Eksternal pada bulan Februari 2022, dengan hasil yang baik dengan tidak terdapatnya temuan mayor/minor, hanya ada beberapa observasi untuk perbaikan manajemen aset ke depannya.

Pertamina Lubricants has applied an asset management system that refers to ISO 55001:2014 Asset Management System, which is a process of managing assets that have economic value, commercial value and salvage value, and is able to support the achievement of corporate goals, through a management process of planning, organizing, leading, and controlling, with the goal of gaining profit by reducing costs efficiently and effectively. Asset management is performed under the Asset Management Function, covering the head office and production units accross Indonesia.

In line with the implementation of ISO 55001:2014 Asset Management System, the Company carries out internal audit. Furthermore, Pertamina Lubricants conducted External Audit in February 2022, which earned good results and no major/minor findings, only a few observations for future asset management improvements.

Skema Siklus Manajemen Aset
Scheme of Asset Management Cycle



Terkait inbreng aset PT Pertamina (Persero), sejak tahun 2019 Pertamina Lubricants telah melakukan koordinasi dengan Perusahaan perihal inbreng aset atau penyertaan modal dalam bentuk aset seperti tanah, bangunan/gedung, dan lainnya. Koordinasi terkait inbreng aset meliputi lokasi-lokasi kerja Pertamina Lubricants yang kepemilikan asetnya secara legal dimiliki PT Pertamina (Persero). Proses yang berlangsung melibatkan Kantor Jasa Penilai Publik (KJPP) sebagai pelaksana kajian lanjut valuasi finalisasi nilai aset, yang akan dimasukkan dalam proposal final untuk disampaikan kepada *Subholding Commercial & Trading*, PT Pertamina Patra Niaga.

Since 2019, Pertamina Lubricants has coordinated with PT Pertamina (Persero) on asset inbreng or equity capital in the form of assets such as land, buildings, and others. The coordination regarding inbreng assets included Pertamina Lubricant' work locations, which were legally owned by Pertamina. The ongoing process involved the Public Appraisal Service Office (KJPP) to further assess the finalization of asset value valuations, to be included in the final proposal to PT Pertamina Patra Niaga Subholding Commercial & Trading.

IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

Material Commitment for Capital Goods Investment

Di tahun 2022 Perusahaan tidak memiliki ikatan yang material untuk investasi barang modal.

In 2022, the Company has no material commitments for capital goods investment.

REALISASI INVESTASI BARANG MODAL

Realization of Capital Goods Investment

Realisasi investasi barang modal Perusahaan tahun 2022 meliputi 2 kategori, yaitu kategori *Business Development* sebesar Rp14,09 miliar dan kategori *Non Business Development* sebesar Rp20,02 miliar. Sehingga jumlah realisasi investasi barang modal per 31 Desember 2022 mencapai Rp34,11 miliar, turun 83,93% atau setara dengan Rp178,22 miliar dibandingkan tahun sebelumnya sebesar Rp212,33 miliar. Penurunan tersebut terutama disebabkan Rencana Kerja dan Anggaran Perusahaan (RKAP) PTPL 2022 disetujui oleh RUPS pada 27 Oktober 2022.

The realization of the Company's capital goods investment in 2022 included 2 categories, namely Business Development category in the amount of Rp14.09 billion and Non-Business Development category in the amount of Rp20.02 billion. Accordingly, total realized investment in capital goods as of December 31, 2022 reached Rp34.11 billion, down 83.93% or Rp178.22 billion compared to the previous year of Rp212.33 billion. The decrease was mainly due to PTPL's 2022 WP&B being approved by the GMS on October 27, 2022.

Nilai Investasi Barang Modal Tahun 2022
Capital Goods Investment in 2022

Investasi Barang Modal Capital Goods Investment	Tujuan Purposes	Nilai (Rp-juta) Value (Rp-million)
<i>Business Development</i>	Investasi dalam rangka meningkatkan profit Perusahaan yang dapat dijustifikasi keekonomiannya. Investments in order to increase the Company's profit that can be justified economically.	14.089
<i>Non Business Development</i>	Investasi dalam rangka mempertahankan <i>value</i> Perusahaan dan/atau tujuan strategis yang belum dapat dijustifikasi keekonomiannya. Investments in order to maintain value of the Company and/or strategic objectives that have not been justified economically.	20.025
Jumlah Total		34.113

PENCAPAIAN TARGET TAHUN 2022

Target Achievement in 2022

Asumsi-asumsi dalam Menentukan Target Tahun 2022

Asumsi dan dasar perhitungan dalam menyusun RKAP 2022 adalah mengacu pada beberapa parameter sebagai berikut :

1. Kurs penyusunan RKAP 2022 adalah 14.350 mengacu Fax SVP *Controller & Reporting* No. 121/H10000/2021-S4 tanggal 20 Agustus 2021 perihal Perubahan Parameter Penyusunan RKAP Tahun 2022.
2. Fluktuasi harga beli bahan baku *lube base oil* dan formulasi *transfer price* yang mengacu kepada Surat Direktur Utama PT Kilang Pertamina Internasional No. 251/KPI0000/2021-S0 perihal Konfirmasi Penjualan Produk *Lube Base Oil* antara PT Kilang Pertamina Internasional dengan Pertamina Lubricant. Berikut tabel harga bahan baku

Assumptions in Setting the 2022 Targets

The assumptions and basis for calculations in preparing the 2022 WP&B refer to the following parameters:

1. The exchange rate for preparing the 2022 WP&B is 14,350 referring to Fax SVP *Controller & Reporting* No. 121/H10000/2021-S4 dated August 20, 2021 concerning Changes in the Parameters for the 2022 WP&B Preparation.
2. Fluctuations in purchase price of lube base oil raw materials and transfer price formulations referring to the Letter of President Director of PT Kilang Pertamina Internasional No. 251/KPI0000/2021-S0 concerning Confirmation of Sales of Lube Base Oil Products between PT Kilang Pertamina Internasional and Pertamina Lubricant. The table of raw material prices is as follows

Group	Komponen Component	RKAP 2022
I	HVI 60 (SN 150)	647
	HVI 95	747
	HVI 160S (SN 500)	846
	HVI 650 (Bright Stock)	1,028
II	150N	761
	600N	930
III	8cST	1,032
	Yubase 4+	716
	Yubase 6+	708

3. Prediksi kenaikan harga *packaging* 3% mengacu kepada proyeksi inflasi tahun 2022 dan prediksi kenaikan harga aditif 7,06% selama 2 tahun (asumsi 2 kali *pricing strategy*)

3. Prediction of a 3% increase in packaging prices refers to projected inflation in 2022 and prediction of a 7.06% increase in additive prices for 2 years (assuming 2 times pricing strategy)

Pencapaian Target Tahun 2022 Target Achievements in 2022

Perihal Description	Realisasi 2022 Realization	Target 2022 Target	Pencapaian Target 2022 Target Achievement in 2022 (%)	Realisasi 2021 Realization	Target 2021 Target	Pencapaian Target 2021 Target Achievement in 2021 (%)	Realisasi 2020 Realization	Target 2020 Target	Pencapaian Target 2020 Target Achievement in 2020 (%)
Produksi dan Pemasaran Production and Marketing									
Produksi (KL) Production (KL)	408.495	470.339,6	86,85	389.906	517.127,4	75,40	436.974,0	436.974,0	100,00
Pemasaran dan Penjualan Marketing and Sales									
Domestik (KL) Domestic (KL)	395.319	366.645	107,82	371.961	344.756	107,89	366.803	474.337	77,33
Overseas (KL)	140.964	204.792	68,83	181.438	188.995	96,00	202.131	166.653	121,29

Perihal Description	Realisasi 2022 2022 Realization	Target 2022 2022 Target	Pencapaian Target 2022 Target Achievement in 2022 (%)	Realisasi 2021 2021 Realization	Target 2021 2021 Target	Pencapaian Target 2021 Target Achievement in 2021 (%)	Realisasi 2020 2020 Realization	Target 2020 2020 Target	Pencapaian Target 2020 Target Achievement in 2020 (%)
Jumlah (KL) Total (KL)	536.282	571.437	93,85	553.398	533.751	103,68	568.934	640.990	88,76
Kinerja Keuangan: Laba Rugi Konsolidasian Financial Performance: Consolidated Profit (Loss)									
Pendapatan Usaha (Rp-juta) Operating Revenues (Rp-million)	12.834.585	12.370.807	103,75	11.421.379	11.245.843	101,56	9.587.247	11.596.783	82,67
Beban Pokok Penjualan (Rp-juta) Cost of Revenues (Rp-million)	(10.027.688)	(8.617.238)	116,37	(8.397.333)	(8.318.315)	100,95	(6.277.330)	(8.194.691)	76,60
Beban Usaha (Rp-juta) Operating Expenses (Rp-million)	(910.135)	(1.298.395)	70,10	(773.756)	(797.360)	97,04	(781.280)	(1.045.000)	74,76
Laba usaha (Rp-juta) Operating profit (Rp-million)	1.896.762	2.455.174	77,26	2.250.289	2.130.167	105,64	2.528.637	2.357.092	107,28
Pendapatan Lain-lain (Rp-juta) Other Income (Rp-million)	132.713	110.000	120,65	108.357	117.382	92,31	176.928	268.400	65,92
Beban Pajak (Rp-juta) Tax Expenses (Rp-million)	(442.441)	(564.338)	78,40	(498.336)	(494.461)	100,78	(566.270)	(635.629)	89,09
Laba Tahun Berjalan (Rp-juta) Profit for the Year (Rp-million)	1.587.035	2.000.835	79,32	1.860.311	1.753.088	106,12	2.139.296	1.989.863	107,51
Penghasilan/(Rugi) Komprehensif (Rp-juta) Comprehensive Income/(Loss) (Rp-million)	9.109	-	-	9.974	-	-	(2.229)	-	0
Laba Komprehensif (Rp-juta) Comprehensive Profit (Rp-million)	1.596.144	2.008.835	79,46	1.870.285	1.753.088	106,69	2.137.066	1.989.863	107,40
Kinerja Keuangan: Posisi Keuangan Konsolidasian Financial Performance: Consolidated Financial Position									
Aset Lancar (Rp-juta) Current Assets (Rp-million)	6.741.237	7.492.013	89,98	6.600.059	6.741.082	97,91	6.323.682	5.572.923	113,47

Perihal Description	Realisasi 2022 2022 Realization	Target 2022 2022 Target	Pencapaian Target 2022 Target Achievement in 2022 (%)	Realisasi 2021 2021 Realization	Target 2021 2021 Target	Pencapaian Target 2021 Target Achievement in 2021 (%)	Realisasi 2020 2020 Realization	Target 2020 2020 Target	Pencapaian Target 2020 Target Achievement in 2020 (%)
Aset Tidak Lancar (Rp-juta) Non-Current Assets (Rp-million)	1.865.666	1.178.386	158,32	1.653.678	1.158.578	70,06	1.297.573	3.799.433	34,15
Jumlah Aset (Rp-juta) Total Assets (Rp-million)	8.606.904	8.670.399	99,27	8.253.737	7.899.660	95,71	7.621.255	9.372.356	81,32
Liabilitas Jangka Pendek (Rp-juta) Current Liabilities (Rp-million)	2.777.432	2.627.107	105,72	2.344.495	2.247.675	95,87	1.698.692	1.585.101	107,17
Liabilitas Jangka Panjang (Rp-juta) Non-Current Liabilities (Rp-million)	385.711	212.832	181,23	293.772	156.927	53,42	145.047	3.730	3.888,66
Jumlah Liabilitas (Rp-juta) Total Liabilities (Rp-million)	3.163.143	2.839.939	111,38	2.638.267	2.404.602	91,14	1.843.739	1.588.832	116,04
Jumlah Ekuitas (Rp-juta) Total Equity (Rp-million)	5.443.760	5.830.460	93,37	5.615.469	5.495.059	97,86	5.777.515	7.783.525	74,23
Produk Berwawasan Lingkungan Environmentally Friendly Products									
Pertamina Grisklin (KL)	39	-	-	47	-	-	29	-	-
Pertasurf (KL)	7	-	-	34	-	-	62	-	-
Ketenagakerjaan dan K3 Employment and OHS									
Fatalitas Number of Accident (Kejadian)	0	0	0	0	0	0	0	0	0
Lost Time Incident Rate (satuan)	0	0,3	100	0	0,3	100	0	0,3	0
Jam Kerja Selamat (Jam)	5.686.915	5.917.040	3,8	5.635.276	5.547.640	1,58	5.283.467	5.019.294	5
Pengelolaan Produk/Jasa dan Pelanggan Management of Products/Services and Customers									
Tingkat Pelayanan Keluhan Pelanggan	115%	87%	132,18	115%	90%	127,78	105%	90%	116,67
Employee Satisfaction Survey	3,85	3,70	104,05	3,30	3,70	89,19	3,98	3,80	104,73

Kinerja produksi dan pemasaran Pertamina Lubricants di tahun 2022 cukup baik, meskipun masih sedikit di bawah target. Jumlah produk yang berhasil dipasarkan sebesar 536.282 KL, atau mencatat 93,85% dibandingkan target sebesar 571.437 KL. Sedangkan produksi mencatat pencapaian 86,85% terhadap target. Belum tercapainya target produksi dan pemasaran terutama disebabkan dinamika perekonomian akibat pandemi COVID-19 yang berkepanjangan serta adanya kekurangan bahan aditif global akibat terganggunya pasokan global dalam proses pemulihan perekonomian dunia.

Realisasi pendapatan usaha sebesar Rp12,84 triliun atau mencapai 103,75% dari target per Desember 2022 sebesar Rp12,37 triliun dan 112,4% dari realisasi Desember 2021 sebesar Rp11,42 triliun. Pendapatan usaha per liter YTD Desember 2022 mengalami kenaikan di semua segmen dibanding realisasi YTD Desember 2021.

Realisasi beban pokok penjualan sebesar Rp10,03 triliun atau 116,37% dari target Desember 2022 sebesar Rp8,62 triliun dan 119,4% dari realisasi Desember 2021 sebesar Rp8,40 triliun. Beban pokok penjualan per liter YTD Desember 2022 sebesar Rp18.698,5 mengalami kenaikan 23,2% dari beban pokok penjualan per liter YTD Desember 2021 sebesar Rp15.174,1.

Realisasi beban operasi sebesar Rp910,13 miliar atau 70,10% dari target Desember 2022 sebesar Rp1,30 triliun dan 117,6% dari realisasi Desember 2021 sebesar Rp773,76 miliar. Pencapaian beban operasi yang lebih rendah dibandingkan target Desember 2022 disebabkan adanya vendor yang belum melakukan penagihan atas pelaksanaan kegiatan yang telah dilakukan.

Realisasi laba usaha sebesar Rp1,90 triliun atau 77,26% dari target Desember 2022 sebesar Rp2,45 triliun dan 84,3% dari realisasi Desember 2021 sebesar Rp2,25 triliun. Pencapaian laba usaha di bawah target Desember 2022 ini disebabkan realisasi beban pokok penjualan YTD Desember 2022 yang mencapai 116,37% dari target Desember 2022. Sedangkan realisasi laba bersih setelah pajak sebesar Rp1,59 triliun atau 79,32% dari target Desember 2022 sebesar Rp2,00 triliun dan 85,3% dari realisasi Desember 2021 sebesar Rp1,86 triliun. Pencapaian laba bersih setelah pajak di bawah target Desember 2022 disebabkan realisasi beban pokok penjualan Desember 2022 yang mencapai 116,37% dari target Desember 2022 meskipun realisasi pendapatan lain-lain yang sebesar 120,65% dari target Desember 2022.

Pada posisi keuangan, jumlah aset mencatat pencapaian 99,27%, liabilitas sebesar 111,38%, dan ekuitas sebesar 93,37% terhadap target tahun 2022.

Pertamina Lubricants production and marketing performance in 2022 was favorable, although still slightly below the target. The number of products that were successfully marketed was 536,282 KL, or recorded 93.85% compared to the target of 571,437 KL. Meanwhile, production recorded an achievement of 86.85% of the target. Production and marketing targets have not been achieved, mainly due to the dynamics of the economy due to the prolonged COVID-19 pandemic and the shortage of global additives due to disruptions in global supply in the process of world economic recovery.

The realization of operating revenues amounted to Rp12.84 trillion or reached 103.75% of December 2022 target of Rp12.37 trillion and 112.4% of December 2021 realization of Rp11.42 trillion. Operating revenues per liter YTD December 2022 has increased in all segments compared to the realization YTD December 2021.

The realization of cost of revenues amounted to Rp10.03 trillion or 116.37% of December 2022 target of Rp8.62 trillion and 119.4% of December 2021 realization of Rp8.40 trillion. The cost of revenue per liter YTD December 2022 was Rp18,698.5, an increase of 23.2% from the cost of revenue per liter YTD December 2021 of Rp15,174.1.

The realization of operating expenses amounted to Rp910.13 billion or 70.10% of December 2022 target of Rp1.30 trillion and 117.6% of December 2021 realization of Rp773.76 billion. Lower achievement of operating expenses compared to December 2022 target was due to vendors who had not yet billed for the activities that had been carried out.

The realization of operating profit amounted to Rp1.90 trillion or 77.26% of December 2022 target of Rp2.45 trillion and 84.3% of December 2021 realization of Rp2.25 trillion. The achievement of operating profit below December 2022 target was due to the realization of December 2022 YTD cost of revenues which reached 116.37% of December 2022 target. Meanwhile the realization of net profit after tax was Rp1.59 trillion or 79.32% of December 2022 target of Rp2.00 trillion and 85.3% of December 2021 realization of Rp1.86 trillion. The achievement of net profit after tax below December 2022 target was due to the realization of December 2022 cost of revenues which reached 116.37% of December 2022 target even though the realization of other income was 120.65% of December 2022 target.

In the financial position, total assets recorded an achievement of 99.27%, liabilities of 111.38%, and equity of 93.37% of 2022 target.

PROSPEK USAHA DAN PROYEKSI KINERJA PERUSAHAAN TAHUN 2023

Business Outlook and Performance Projections for 2023

PROSPEK USAHA TAHUN 2023

Situasi perekonomian di tahun 2023 diprediksi masih mengalami ketidakpastian global yang cukup tinggi. Hal ini terutama dipengaruhi oleh beberapa faktor seperti masih tingginya inflasi global akibat naiknya harga komoditas, dan masih tingginya suku bunga sebagai dampak konflik geopolitik serta nilai tukar AS yang masih tetap kuat.

Dengan mengusung tema “Peningkatan Produktivitas untuk Transformasi Ekonomi yang Inklusif dan Berkelanjutan”, RAPBN 2023 disusun di tengah tantangan tingginya ketidakpastian dan peningkatan risiko global. Beberapa asumsi makro ekonomi dalam RAPBN 2023 yaitu pertumbuhan ekonomi Indonesia ditargetkan mencapai 5,3%, namun IMF memprediksi bahwa pertumbuhan ekonomi Indonesia akan tumbuh 4,8%, sedangkan ekonomi global diprediksi tumbuh 2,9%. Laju inflasi tahun 2023 mencapai 3,3% diasumsikan dapat lebih rendah dibanding tahun 2022, kurs atau nilai tukar ditargetkan berada di angka Rp14.750, harga minyak relatif sama dengan tahun 2022 yakni mencapai USD90 per barel.

Dengan pasar otomotif nasional yang diprediksi masih akan terus mengalami pertumbuhan, serta perkembangan industri yang akan semakin tumbuh pasca meredanya pandemi COVID-19, permintaan akan produk pelumas jadi diproyeksikan akan mengalami pertumbuhan yang cukup baik.

BUSINESS OUTLOOK FOR 2023

The economic situation in 2023 is predicted to still experience high global uncertainty, primarily influenced by several factors such as continued high global inflation due to rising commodity prices, and continued high interest rates as a result of geopolitical conflicts and US exchange rate which remained strong.

With the theme “Increasing Productivity for Inclusive and Sustainable Economic Transformation”, the 2023 State Budget was prepared amidst the challenges of high uncertainty and increased global risks. Some of macroeconomic assumptions in the 2023 State Budget are that Indonesia’s economic growth is targeted to reach 5.3%, but the IMF predicted that Indonesia’s economic growth will grow 4.8%, while the global economy is predicted to grow 2.9%. The inflation rate in 2023 will reach 3.3%, which is assumed to be lower than in 2022, the exchange rate is targeted at Rp14,750, oil prices are relatively the same as in 2022, reaching USD 90 per barrel.

With the national automotive market predicted to continue to experience a growth, as well as industrial developments that will continue to grow after the COVID-19 pandemic subsidies, the demand for finished lubricant products is projected to experience a good growth.

Permintaan Pelumas di Indonesia Berdasarkan Segmen Pasar, 2021 hingga 2026
Demand for Finished Lubricants in Indonesia by Market Segment, 2021 to 2026

Segmen Pasar Market Segment	Kiloton Kilotonnes		CAGR, %
	2021	2026	2021-2026
Pelumas otomotif untuk konsumen Consumer automotive lubricants	411.3	472.9	2.8
Oli dan cairan untuk industri Industrial oils and fluids	321.6	369.0	2.8
Pelumas otomotif komersial Commercial automotive lubricants	262.8	296.2	2.4
Jumlah Total	995.7	1,138.1	2.7

Sejalan dengan permintaan global, Indonesia diperkirakan akan tumbuh dari 1,15 miliar liter pada tahun 2021 menjadi 1,32 miliar liter pada tahun 2026. Pertumbuhan ini disebabkan oleh berbagai faktor, termasuk pertumbuhan industri otomotif dan manufaktur di Indonesia yang merupakan konsumen

In line with global demand, Indonesia is expected to grow from 1.15 billion liters in 2021 to 1.32 billion liters in 2026. This growth is due to various factors, including the growth of the automotive and manufacturing industries in Indonesia, which are major consumers of lubricants. In addition, the increasing

utama pelumas. Selain itu, meningkatnya permintaan akan pelumas yang lebih berkualitas untuk meningkatkan efisiensi dan umur mesin juga mendorong pertumbuhan pasar pelumas di Indonesia.

Meskipun permintaan pelumas secara keseluruhan di Indonesia diperkirakan akan terus meningkat, pangsa pasar untuk otomotif konsumen, industri dan otomotif komersial kemungkinan akan tetap relatif stabil. Sebagai bagian dari Holding BUMN Migas, Pertamina Lubricants merupakan salah satu pemain terbesar di pasar pelumas Indonesia. Dengan pangsa pasar pelumas jadi sebesar 35%, Pertamina Lubricants merupakan pemasok utama untuk berbagai industri di Indonesia.

Untuk segmen otomotif nasional dengan potensi pasar yang besar, terdapat tren yang jelas terhadap pelumas berbasis sintetis dibandingkan dengan pelumas berbasis mineral. Tren ini didorong oleh beberapa faktor, termasuk meningkatnya tuntutan terhadap mesin modern, serta kebutuhan untuk mengurangi emisi dan meningkatkan efisiensi bahan bakar. Namun, perlu dicatat bahwa pelumas berbahan dasar mineral masih memiliki permintaan yang signifikan di segmen otomotif Indonesia. Hal ini dikarenakan belum adanya regulasi di Indonesia untuk batasan usia kendaraan, yang berarti masih banyak kendaraan tua di jalan raya yang membutuhkan pelumas berbahan dasar mineral.

Ke depan, tren pelumas otomotif Indonesia akan bergeser ke pelumas semi sintetis dan sintetis meskipun pelumas mineral masih dibutuhkan dalam porsi terbesar. Sementara di sektor industri, pelumas berbahan dasar mineral masih dibutuhkan dengan komposisi mineral dan sintetis masih cukup sama.

Satu-satunya produsen pelumas lokal di Indonesia adalah Pertamina, yang memproduksi pelumas stok base oil Grup I dan Grup III mengalami surplus, namun stok base oil mineral perlu diimpor untuk memenuhi kebutuhan industri. Untuk itu, Pertamina Lubricants siap menghadapi tantangan ke depan dengan menyediakan permintaan pasar dan juga terbuka untuk berkolaborasi dengan para mitra.

Selain itu, tantangan besar pada industri otomotif nasional terdapat pada tuntutan akan sektor transportasi yang lebih bersih dan berkelanjutan. Indonesia berkomitmen untuk mengurangi emisi gas rumah kaca dan meningkatkan efisiensi energi, dengan target net zero emission dapat dicapai pada tahun 2060.

Hal ini kemudian berdampak pada industri pelumas, di mana tuntutan untuk meningkatkan kepadatan daya melalui mesin dan peralatan modern yang dirancang untuk menjadi lebih bertenaga dengan ruang yang lebih kecil, yang berarti terdapat tekanan dan suhu yang lebih tinggi di dalam mesin dan memberikan tekanan lebih besar pada pelumas.

demand for higher quality lubricants to improve efficiency and engine life is also driving the growth of the lubricants market in Indonesia.

Although the overall demand for lubricants in Indonesia is expected to continue to increase, the market share for consumer automotive, industrial and commercial automotive is likely to remain relatively stable. As part of the Oil and Gas BUMN Holding, Pertamina Lubricants is one of the largest players in the Indonesian lubricants market. With a 35% market share of finished lubricants, Pertamina Lubricants is a major supplier to various industries in Indonesia.

For the national automotive segment with a large market potential, there is a clear trend towards synthetic-based lubricants compared to mineral-based lubricants. This trend is driven by several factors, including the increasing demands of modern engines, as well as the need to reduce emissions and improve fuel efficiency. However, it should be noted that mineral-based lubricants still have significant demand in the Indonesian automotive segment. This is because there is no regulation in Indonesia for vehicle age restrictions, which means there are still many older vehicles on the road that require mineral-based lubricants.

Going forward, Indonesia's automotive lubricant trend will shift to semi-synthetic and synthetic lubricants although mineral lubricants are still needed in the largest portion. While in the industrial sector, mineral-based lubricants are still needed with the composition of minerals and synthetics still quite equal.

The only local lubricant producer in Indonesia is Pertamina, which produces lubricants with Group I and Group III base oil stocks in surplus, but mineral base oil stocks need to be imported to meet industrial needs. For this reason, Pertamina Lubricants is ready to face the challenges ahead by providing market demand and is also open to collaborating with partners.

In addition, a major challenge to the national automotive industry is the demand for a cleaner and more sustainable transportation sector. Indonesia is committed to reducing greenhouse gas emissions and improving energy efficiency, with a net zero emission target to be achieved by 2060.

This in turn has an impact on the lubricant industry, where demands for increased power density through modern engines and equipment are designed to be more powerful with less space, meaning there is higher pressure and temperature inside the engine and more pressure on the lubricant.

RENCANA STRATEGIS DAN PROYEKSI KINERJA PERUSAHAAN TAHUN 2023

Strategi Bisnis Tahun 2023

Menghadapi tantangan pasar pada tahun-tahun mendatang, Pertamina Lubricants telah merumuskan Rencana Jangka Panjang Perusahaan (RJPP) periode 2022-2026 dan program rencana aksi yang dituangkan dalam RKAP tahun 2023. Mengacu pada RJPP periode 2022-2026 tersebut, Pertamina Lubricants telah menetapkan semangat transformasi dengan tema “Digitally-enabled Transformation”.

STRATEGIC PLAN AND PERFORMANCE PROJECTION FOR 2023

Business Strategy for 2023

Facing market challenges in the coming years, Pertamina Lubricants has prepared the Company's Long-Term Plan (RJPP) 2021-2024 and the Action Plan Program as outlined in the 2021-2024 Grand Strategy. In accordance with the Grand Strategy, in 2022 the Company prepared business strategy.

Transformasi Digital Pertamina Lubricants Digitally-enabled Transformation Pertamina Lubricants

4

Pilar Transformasi

Transformation Pillars

- Memperkuat Fundamental Bisnis
- Mengembangkan Bisnis Baru
- Menjajaki Peluang Baru
- Menanamkan Keberlanjutan
- Strengthen The Core
- Grow New Business
- Explore Step Out
- Embed Sustainability



3

Pemberdaya Mendasar

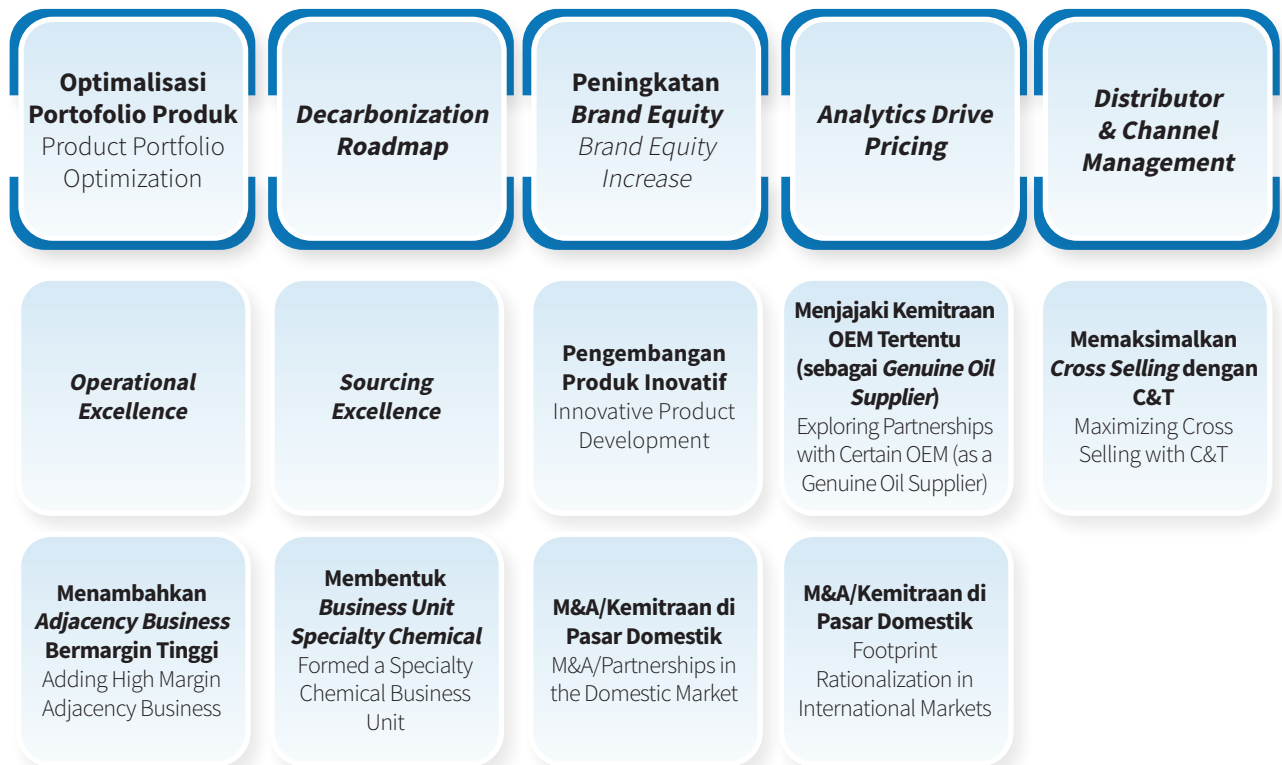
Fundamental Enabler

- Bakat & kemampuan
- Organisasi Berbasis Kinerja
- Fondasi digital
- Talent & capability
- Performance-led organization
- Digital foundation

Selaras dengan 4 pilar tranformasi digital di atas, *breakthrough program* pada RKAP tahun 2023 dirumuskan melalui beberapa inisiatif.

In line with the 4 pillars of digital transformation, the breakthrough program in 2023 RKAP was formulated through several initiatives.

Program Terobosan 2023 Breakthrough Program 2023



Sasaran Perusahaan pada tahun 2023 terdiri dari aspek volume dan aspek finansial. Aspek volume berkaitan dengan kegiatan usaha Pertamina Lubricants yang terdiri dari penjualan pelumas di domestik dan *overseas*. Sedangkan aspek finansial dilihat dari penjualan, laba bruto, dan laba bersih setelah pajak. Aspek finansial juga dapat dikontrol melalui *Key Performance Indicator* (KPI) untuk memberikan kontribusi pencapaian kinerja keuangan.

The Company's targets for 2023 consist of volume and financial aspects. The volume aspect relates to Pertamina Lubricants' business activities, which consist of selling lubricants domestically and overseas. While the financial aspect is seen from sales, gross profit, and net profit after tax. Financial aspect can also be controlled through Key Performance Indicators (KPI) to contribute to achieving financial performance.

Perihal Description	Proyeksi Tahun 2023 Terhadap Prognosa Tahun 2022 Projections for 2023 Against Prognosis for 2022 (%)
Produksi dan Pemasaran Production and Marketing	
Produksi Production	123% - 126% ↑
Pemasaran dan Penjualan Marketing and Sales	
Domestik Domestic	106% - 109% ↑
<i>Overseas</i>	143% - 146% ↑
Posisi Keuangan Konsolidasian Consolidated Financial Position	
Aset Assets	24% ↑
Liabilitas Liabilities	(1%) ↓
Ekuitas Equity	39% ↑

Perihal Description	Proyeksi Tahun 2023 Terhadap Prognosa Tahun 2022 Projections for 2023 Against Prognosis for 2022 (%)	
Laba/(Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Consolidated Profit/(Loss) and Other Comprehensive Income		
Pendapatan usaha Operating revenues	24%	↑
Beban pokok pendapatan Cost of revenues	22%	↑
Beban usaha Operating expenses	57%	↑
Pendapatan lain-lain Other income	(10%)	↓
Beban pajak Tax expenses	19%	↑
Laba tahun berjalan Dividend	18%	↑
SDM dan K3 HC and OHS		
Jumlah SDM (orang) Number of HC (people)	10 % - 20 %	↑
Biaya diklat (Rp-juta) Training costs (Rp-million)	10% - 20%	↑
Fatality (Number of Accident)	100%	↑
Total Recordable Insident rate	100%	↑
Jam Kerja Selamat	100%	↑
Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility		
Biaya Pengelolaan Lingkungan Environmental Management Cost	5% - 10%	↑
Jumlah Program Number of Programs	82 Program	↑

Di tahun 2023, Pertamina Lubricants mencanangkan pemasaran pada pasar domestik dapat tumbuh 106% s.d 109% sedangkan pasar luar negeri dapat tumbuh hingga 143% s.d 146%. Produksi dapat tumbuh 123% s.d 126%. Hal ini akan berdampak pada pendapatan usaha yang diharapkan tumbuh 24%, beban pokok penjualan naik 22%, beban usaha naik 57%, dan laba tahun berjalan naik 18%. Sedangkan jumlah aset diproyeksikan tumbuh 24%, liabilitas mengalami penurunan 1% dan ekuitas meningkat hingga 39%.

Di tahun 2023, Pertamina Lubricants juga menganggarkan untuk dapat melaksanakan 82 program TJSL, dengan biaya diproyeksikan dapat tumbuh antara 15% hingga 20% dari realisasi tahun 2022.

In 2023, Pertamina Lubricants plans for marketing in the domestic market to grow by 106% to 109% while the foreign market to grow up to 143% to 146%, while production to grow 123% to 126%. This will have an impact on operating revenues which are expected to grow 24%, cost of revenues to grow 22%, operating expenses to grow 57%, and profit for the year to grow 18%. Meanwhile, total assets are projected to grow by 24%, liabilities to decrease by 1% and equity to increase by up to 39%.

In 2023, Pertamina Lubricants also budgets to be able to carry out 82 CSR programs, with costs projected to increase between 15% and 20% from the realization in 2022.

KEBIJAKAN DIVIDEN DAN PEMBAYARANNYA

Dividend and Payment Policy

Dasar Pembagian Dividen

Dasar pembagian dividen diatur dalam Anggaran Dasar pasal 21 dan ditentukan oleh Rapat Umum Pemegang Saham (RUPS). Seluruh laba bersih setelah dikurangi penyisihan cadangan dibagikan kepada Pemegang Saham kecuali ditentukan oleh RUPS.

Pembagian Dividen yang Dilakukan dan Kronologis Pembagian Dividen 5 (Lima) Tahun Terakhir

Berdasarkan persetujuan yang diberikan oleh pemegang saham pada Rapat Umum Pemegang Saham (RUPS) Tahunan tahun 2021 yang diselenggarakan pada tanggal 16 Agustus 2022, pemegang saham memutuskan penetapan penggunaan laba tahun buku 2021 sebesar Rp1.860.898.125.000,- dengan rincian sebesar 95% dari Laba Bersih tersebut atau sebesar Rp1.767.853.218.750,- sebagai dividen kepada Pemegang Saham Perseroan sesuai dengan porsi kepemilikan saham pada Perseroan.

Kronologis pembagian dan pembayaran dividen tahun 2018 hingga 2022 adalah sebagai berikut:

Basis of Dividend Payment

The basis for dividend distribution is regulated in Article 21 of the Articles of Association and is determined by the General Meeting of Shareholders (GMS). All net profit after deducting the provision for reserves is distributed to Shareholders unless determined by the GMS.

Dividend Payment and Chronology of Dividend Distribution for the Last 5 (Five) Years

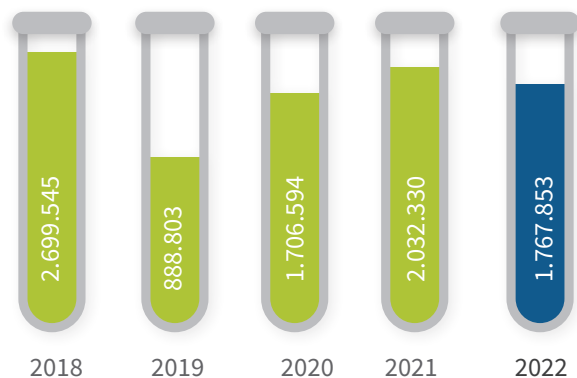
Based on the approval given by the shareholders at the 2021 Annual General Meeting of Shareholders (GMS) held on August 16, 2022, the shareholders decided to determine the use of profit for 2021 fiscal year in the amount of Rp1,860,898,125,000, with details of 95% of the Net Profit or Rp1,767,853,218,750 as dividends to the Company's Shareholders in accordance with the portion of share ownership in the Company.

The chronology of dividend distribution and payment for 2018 to 2022 is as follows

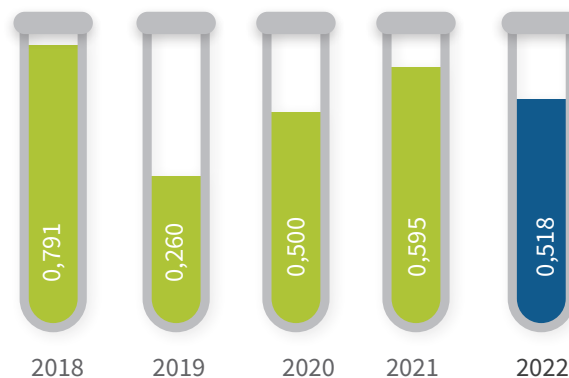
Tahun Pembagian Distribution Year	Tahun Dividen Dividend Year	Tanggal Pengumuman Announcement Date	Tanggal Pembayaran Payment Date	Dividen Kas yang Dibagikan (Rp-juta) Distributed Cash Dividends (Rp-million)	Dividen per Lembar Saham (Rp/lembar saham) Dividend per Share (Rp/share)	Rasio Pembagian Dividen (%) Dividend Payout Ratio (%)
2022	2021	16 Agustus 2022 August 16, 2022	18 Agustus 2022 15 September 2022 - August 18, 2022 - September 15, 2022	1.767.853	0,518	95
2021	2020	5 Mei 2021 May 5, 2021	30 Juli 2021 dan 2 Agustus 2021 - July 30, 2021 and August 2, 2021	2.032.330	0,595	95

Tahun Pembagian Distribution Year	Tahun Dividen Dividend Year	Tanggal Pengumuman Announcement Date	Tanggal Pembayaran Payment Date	Dividen Kas yang Dibagikan (Rp-juta) Distributed Cash Dividends (Rp-million)	Dividen per Lembar Saham (Rp/lembar saham) Dividend per Share (Rp/share)	Rasio Pembagian Dividen (%) Dividend Payout Ratio (%)
2020	2019	06 Juli 2020 July 06, 2020	29 Juli 2020, 30 Juli 2020, 26 Agustus 2020, 24 Agustus 2020, dan 25 Agustus 2020 - July 29, 2020, July 30, 2020, August 26, 2020, August 24, 2020 and August 25, 2020	1.706.594	0,500	95
2019	2018	10 Mei 2019 May 10, 2019	27 September 2019, 28 Oktober 2019, dan 28 Desember 2019 - September 27, 2019, October 28, 2019 and December 28, 2019	888.803	0,260	50
2018	2017	26 April 2018 April 26, 2018	28 Mei 2018 dan 19 September 2018 - May 28, 2018 and September 19, 2018	2.699.545	0,791	150

Jumlah Dividen yang Dibayarkan Periode 2018-2022 (Rp-juta)
Total Dividends Paid for 2018-2022 Period (Rp-million)



Jumlah Dividen Per Saham Periode 2018-2022 (Rp/saham)
Dividends Per Share for 2018-2022 Period (Rp/share)



PERPAJAKAN DAN KONTRIBUSI TERHADAP NEGARA

Taxation and Contribution to The State

Di samping dividen yang disetorkan kepada PT Pertamina (Persero) selaku entitas induk yang kemudian menjadi dividen bagi Pemerintah Indonesia, Pertamina Lubricants juga berkontribusi atas pembangunan Indonesia melalui pembayaran pajak secara berkala.

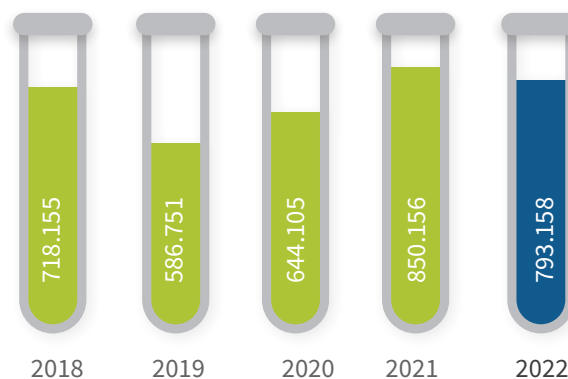
Pembayaran pajak menurun sebesar 6,70% atau setara dengan Rp56 Miliar dibandingkan dengan tahun 2021. Adanya penurunan pajak dari PPh Badan sebagai akibat dari tingginya kenaikan harga pokok produksi terutama kenaikan harga bahan baku pelumas yang tren harganya menyesuaikan dengan harga ICIS (*Independent Commodity Intelligent Services*).

In addition to the dividends paid to PT Pertamina (Persero) as the parent entity which later became dividends for the Government of Indonesia, Pertamina Lubricants also contributes to Indonesia's development through regular tax payments.

Tax payments decreased by 6.70% or Rp56 billion compared to 2021 due to a decrease in taxes from corporate income tax as a result of high increase in cost of production, especially the increase in price of raw materials for lubricants whose price trend adjusted to ICIS (*Independent Commodity Intelligent Services*).

Komponen Pajak dan Retribusi Components of Taxes and Levies	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)	
Pajak Pertambahan Nilai Value-added tax	174.440	52.020	122.420	235,33	↑
Pajak Bumi dan Bangunan Property tax	2.750	262	2.488	949,62	↑
Pajak Penghasilan Karyawan Employee Income Tax	59.653	39.425	20.228	51,31	↑
Pajak Penghasilan Badan Corporate Income Tax	654.100	695.638	(41.538)	(5,97)	↓
Pajak Retribusi dan Hibah Daerah Regional Tax Retribution and Grants	-	-	-	-	-
Pemotongan Pajak Penghasilan Pihak Ketiga Withholding Third Party Income Tax	122.619	58.091	64.528	111,08	↑
Bea Masuk Import duty	11.932	4.720	7.212	152,80	↑
Jumlah Total	1.025.494	850.156	175.338	20,62	↑

Jumlah Pajak yang Dibayarkan Periode 2018-2022 (Rp-juta)
Total Taxes Paid for 2018-2022 Period (Rp-million)



Selama tahun 2022, Pertamina Lubricants telah memanfaatkan fasilitas bea masuk atas barang impor sebagaimana Peraturan Menteri Keuangan No 26/PMK.010/2022 dengan nilai sebesar Rp4,8 Miliar.

Pada tahun 2020, Pertamina Lubricants menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") dari Otoritas Pajak untuk tahun pajak 2016 sebesar Rp119 Miliar. Dari nilai tersebut, Pertamina Lubricants telah mencatat Rp7 Miliar sebagai bagian dari akun beban dan Rp112 Miliar sebagai klaim pengembalian pajak pada laba rugi tahun 2020. Di awal tahun 2022, Pertamina Lubricants menerima keputusan keberatan dari Otoritas Pajak yang menyetujui pengembalian pajak dan telah diterima oleh Pertamina Lubricants sebesar Rp80 Miliar. Sedangkan sisanya Rp31 Miliar, diajukan banding kepada Pengadilan Pajak.

Pada pertengahan tahun 2022, Pertamina Lubricants menerima SKPKB dari Otoritas Pajak untuk tahun pajak 2017 sebesar Rp56 Miliar. Dari nilai tersebut, Pertamina Lubricants telah mencatat Rp10 Miliar sebagai bagian dari akun beban dan Rp46 Miliar sebagai klaim pengembalian pajak pada laba rugi tahun 2022. Hingga penerbitan laporan ini proses keberatan masih berlangsung dan belum ada putusan lebih lanjut yang diterima Pertamina Lubricants atas keberatan tersebut.

Merujuk kepada Peraturan Direktur Jenderal Pajak Nomor PER-29/PJ/2017, Pertamina Lubricants bukan merupakan entitas induk yang wajib menyampaikan laporan per negara. Laporan per negara disampaikan oleh PT Pertamina (Persero) sebagai entitas induk tertinggi (*Ultimate Parent Entity*) dalam group Pertamina.

Di sepanjang tahun 2022, Perusahaan tidak mendapatkan bantuan finansial dari Pemerintah Indonesia baik dalam bentuk kemudahan/pembebasan pajak maupun bantuan lainnya [201-4].

During 2022, Pertamina Lubricants has utilized the import duty facility on imported goods as regulated by the Minister of Finance No 26/PMK.010/2022 with a value of Rp4.8 billion.

In 2020, Pertamina Lubricants received an Underpaid Tax Assessment ("SKPKB") from the Tax Authorities for 2016 fiscal year in the amount of Rp119 billion. Of this value, Pertamina Lubricants has recorded Rp7 billion as part of the expense account and Rp112 billion as claim for tax refund in the 2020 profit and loss. At the beginning of 2022, Pertamina Lubricants received an objection decision from the Tax Authorities which approved the tax refund and has been received by Pertamina Lubricants in the amount of Rp80 billion. Meanwhile, the remaining Rp31 billion was appealed to the Tax Court.

In mid-2022, Pertamina Lubricants received SKPKB from the Tax Authorities for 2017 fiscal year in the amount of Rp56 billion. Of this value, Pertamina Lubricants has recorded Rp10 billion as part of the expense account and Rp46 billion as claim for tax refund in the 2022 profit and loss. Until the publication of this report, the objection process is still ongoing and no further decision has been received by Pertamina Lubricants regarding the objection.

Referring to the Regulation of Director General of Taxes Number PER-29/PJ/2017, Pertamina Lubricants is not a parent entity that is required to submit reports per country. Country-by-country reports are submitted by PT Pertamina (Persero) as the Ultimate Parent Entity in Pertamina group.

Throughout 2022, the Company did not receive financial assistance from the Government of Indonesia, either in the form of facilities/tax exemptions or other assistance [201-4].

INFORMASI TENTANG REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Information on Realization of Use of Proceeds from Public Offering

Hingga akhir tahun 2022 Perusahaan tidak melakukan penawaran umum saham dan tidak menerbitkan efek di bursa efek manapun. Dengan demikian, Perusahaan tidak memiliki kewajiban menyampaikan informasi terkait realisasi penggunaan dana hasil penawaran umum.

Until the end of 2022 the Company did not perform a public offering of shares and did not issue securities on any stock exchange. Thus, the Company has no obligation to convey information related to the realization of use of proceeds from public offering.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN USAHA, AKUISISI, DAN/ ATAU RESTRUKTURISASI UTANG/MODAL

Material Information on Investment, Expansion, Divestment, Merger, Acquisition, and/or Debt/Capital Restructuring

Di sepanjang tahun 2022 Pertamina Lubricants tidak memiliki informasi material terkait investasi, ekspansi, divestasi, penggabungan usaha, akuisisi, dan/atau restrukturisasi utang/modal.

Throughout 2022, Pertamina Lubricants did not have material information related to mergers and acquisitions

TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/BERELASI

Material Transactions Containing Conflicts of Interest and/or Transactions with Affiliated/Related Parties

Kebijakan tentang Pihak Berelasi

Dalam operasionalnya, Perusahaan melakukan transaksi dengan pihak-pihak berelasi. Seluruh transaksi dengan pihak berelasi telah diungkapkan dalam Laporan Tahunan dan Laporan Keuangan (catatan) seperti yang didefinisikan dalam PSAK 7: Pengungkapan Pihak-pihak Berelasi.

Policy on Related Parties

In its operations, the Company enters into transactions with related parties. All transactions with related parties have been disclosed in the Annual Report and Financial Statements (notes) as defined in PSAK 7: Related Party Disclosures.

Nama Pihak Bertransaksi dan Sifat Hubungan Afiliasi

Berikut disampaikan nama pihak bertransaksi, sifat hubungan afiliasi dan alasan dilakukannya transaksi yang terdapat dalam transaksi Perusahaan tahun 2022.

Name of Transacting Parties and Nature of Affiliated Relations

The names of transacting parties, the nature of affiliated relations and the reasons for transactions contained in the Company's 2022 transactions are presented below.

Pihak Berelasi Related Parties	Sifat Hubungan Nature of Relations	Transaksi Transaction
PT Pertamina (Persero)	Entitas induk Parent entity	Piutang usaha, piutang lain-lain, utang usaha, utang lain-lain, pendapatan dari kontrak dengan pelanggan, beban pokok penjualan. Trade receivables, other receivables, trade payables, other payables, revenue from contracts with customers, cost of revenues.
PT Pertamina Patra Niaga	Pemegang saham Shareholder	Piutang usaha, piutang lain-lain, utang usaha, pendapatan dari kontrak dengan pelanggan, beban pokok penjualan. Trade receivables, other receivables, trade payables, revenue from contracts with customers, cost of revenues.
PT Katalis Sinergi Indonesia	Entitas asosiasi Associated entity	Utang lain-lain. Other debts.
PT Pertamina International Shipping	Entitas sepengendali Entity under common control	Piutang usaha, piutang lain-lain, utang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, other receivables, trade payables, revenue from contracts with customers.
PT Kilang Pertamina Internasional	Entitas sepengendali Entity under common control	Piutang usaha, utang usaha, pendapatan dari kontrak dengan pelanggan, beban pokok penjualan.
PT Pertamina EP	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Pertamina Hulu Sanga Sanga	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Pertamina Drilling Services Indonesia	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Pertamina Hulu Rokan	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Elnusa Petrofin	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.

Pihak Berelasi Related Parties	Sifat Hubungan Nature of Relations	Transaksi Transaction
PT Pertamina Hulu Mahakam	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Pertamina Gas	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Pertamina Hulu Kalimantan Timur	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Pertamina Hulu Energi ONWJ	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Pertamina Retail	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan, beban pokok penjualan.
PT Pertamina Hulu Energi OSES	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Pertamina Hulu Energi Kampar	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Peteka Karya Jala	Entitas sepengendali Entity under common control	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Patra SK	Entitas sepengendali Entity under common control	Utang usaha, beban pokok penjualan. Trade payables, cost of revenues.
PT Patra Logistik	Entitas sepengendali Entity under common control	Utang usaha. Other debts.
PT Mitra Tours & Travel	Entitas sepengendali Entity under common control	Utang lain-lain. Other debts.
PT Patra Badak Arun Solusi	Entitas sepengendali Entity under common control	Utang lain-lain. Other debts.
PT Pertamina Training & Consulting	Entitas sepengendali Entity under common control	Utang lain-lain. Other debts.
PT Pertamina International Timor S.A.	Entitas sepengendali Entity under common control	Pendapatan dari kontrak dengan pelanggan. Revenue from contracts with customers.
PT Pertamina Hulu OSES	Entitas sepengendali Entity under common control	Pendapatan dari kontrak dengan pelanggan. Revenue from contracts with customers.
PT Pertamina Hulu Ogan Komering	Entitas sepengendali Entity under common control	Pendapatan dari kontrak dengan pelanggan. Revenue from contracts with customers.
PT Pertagas Niaga	Entitas sepengendali Entity under common control	Beban pokok penjualan. Cost of revenues.
PT Bank Rakyat Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Indonesia Entity related to the Government of Indonesia	Kas dan setara kas, kas yang dibatasi penggunaannya, piutang lain-lain. Cash and cash equivalents, restricted cash, other receivables.
PT Bank Mandiri (Persero) Tbk	Entitas berelasi dengan Pemerintah Indonesia Entity related to the Government of Indonesia	Kas dan setara kas, kas yang dibatasi penggunaannya. Cash and cash equivalents, restricted cash.
PT Bank Negara Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Indonesia Entity related to the Government of Indonesia	Kas dan setara kas, deposito berjangka. Cash and cash equivalents, time deposits
PT Bank Syariah Indonesia Tbk	Entitas berelasi dengan Pemerintah Indonesia Entity related to the Government of Indonesia	Kas dan setara kas. Cash and cash equivalents.

Pihak Berelasi Related Parties	Sifat Hubungan Nature of Relations	Transaksi Transaction
PT Bank Tabungan Negara (Persero) Tbk	Entitas berelasi dengan Pemerintah Indonesia Entity related to the Government of Indonesia	Kas dan setara kas. Cash and cash equivalents.
PT Bank Pembangunan Jawa Barat dan Banten	Entitas berelasi dengan Pemerintah Indonesia Entity related to the Government of Indonesia	Kas dan setara kas. Cash and cash equivalents.
PT Timah Tbk	Entitas berelasi dengan Pemerintah Indonesia Entity related to the Government of Indonesia	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Jasa Armada Indonesia	Entitas berelasi dengan Pemerintah Indonesia Entity related to the Government of Indonesia	Piutang usaha, pendapatan dari kontrak dengan pelanggan. Trade receivables, revenue from contracts with customers.
PT Bukit Asam Tbk	Entitas berelasi dengan Pemerintah Indonesia Entity related to the Government of Indonesia	Pendapatan dari kontrak dengan pelanggan. Revenue from contracts with customers.
Manajemen kunci Key management	Manajemen kunci Perusahaan Corporate key management	Gaji dan imbalan lainnya Salary and other benefits

Realisasi Saldo dan Transaksi Pihak-pihak Berelasi

Realisasi saldo dan transaksi Pihak-pihak Berelasi terhadap kinerja keuangan Perusahaan dapat disampaikan sebagai berikut.

Realization of Balances and Transactions of Related Parties

Realization of balances and transactions of Related Parties to the Company's financial performance can be presented as follows.

Realisasi Saldo dan Transaksi Pihak Berelasi pada Periode Tahun Buku 2022 dan 2021 Realization of Related Party Balances and Transactions in 2022 and 2021 Fiscal Year Period

Saldo Pihak Berelasi dalam Aset Related Party Balances in Assets	2022 Rp-juta Rp-million	2021 Rp-juta Rp-million	Persentase dari Jumlah Aset Percentage of Total Assets		Kenaikan (Penurunan) Increase (Decrease)	
			2022 %	2021 %	Nominal Rp-juta Rp-million	Persentase Percentage (%)
Kas pada bank Cash on bank	1.594.436	2.733.574	18,53	33,12	(1.139.138)	(41,67) ↓
Deposito berjangka Time deposit	1.635.125	502.626	19,00	6,09	1.132.499	225,32 ↑
Kas yang dibatasi penggunaannya Restricted cash	1.110	2.008	0,01	0,02	(898)	(44,72) ↓
Piutang usaha Trade receivables	135.537	229.588	1,57	2,78	(94.052)	(40,97) ↓
Piutang lain-lain Other receivables	12.616	9.992	0,15	0,12	2.624	26,26 ↑
Total aset dari pihak-pihak berelasi Total assets from related parties	3.378.823	3.477.788	39,26	42,14	(98.965)	(2,85) ↓
Total aset konsolidasian Consolidated total assets	8.606.904	8.253.737			353.167	4,28 ↑

Saldo Pihak Berelasi dalam Liabilitas Balance of Related Parties in Liabilities	2022 Rp-juta Rp-million	2021 Rp-juta Rp-million	Persentase dari Jumlah Liabilitas Percentage of Total Liabilities				Kenaikan (Penurunan) Increase (Decrease)
			2022 %	2021 %	Nominal Rp-juta Rp-million	Persentase Percentage (%)	
Utang usaha Trade payables	1.139.133	842.771	36,01	31,94	292.890	34,61	↑
Utang lain-lain Other debts	17.306	5.190	0,55	0,20	12.115	233,42	↑
Total Liabilitas dari pihak-pihak berelasi Total Liabilities from related parties	1.156.438	847.961	36,56	32,14	305.005	35,82	↑
Total liabilitas konsolidasian Consolidated total liabilities	3.163.143	2.638.267			524.876	19,89	↑

Transaksi Pihak Berelasi dalam Pendapatan dari Kontrak dengan Pelanggan Related Party Transactions in Revenue from Contracts with Customers	2022 Rp-juta Rp-million	2021 Rp-juta Rp-million	Persentase dari Jumlah Pendapatan Percentage of Total Revenue				Kenaikan (Penurunan) Increase (Decrease)
			2022 %	2021 %	Nominal Rp-juta Rp-million	Persentase Percentage (%)	
Total pendapatan dari kontrak dengan pelanggan dari pihak-pihak berelasi Total revenue from contracts with customers from related parties	581.944	511.972	4,53	4,48	69.972	13,67	↑
Total pendapatan dari kontrak dengan pelanggan Total revenue from contracts with customers	12.834.585	11.421.379			1.413.205	12,37	↑

Transaksi Pihak Berelasi dalam Beban Pokok Penjualan Related Party Transactions in Cost of revenues	2022 Rp-juta Rp-million	2021 Rp-juta Rp-million	Persentase dari Jumlah Beban Pokok Penjualan Percentage of Total Cost of Revenues				Kenaikan (Penurunan) Increase (Decrease)
			2022 %	2021 %	Nominal Rp-juta Rp-million	Persentase Percentage (%)	
Total beban pokok penjualan dari pihak-pihak berelasi Total cost of revenues from related parties	6.070.284	5.946.942	60,54	70,82	123.342	2,07	↑
Total beban pokok penjualan Total cost of revenues	10.027.688	8.397.333			1.630.355	19,42	↑

Transaksi Pihak Berelasi dalam Beban Umum dan Administrasi Related Party Transactions in General and Administrative Expenses	2022 Rp-juta Rp-million	2021 Rp-juta Rp-million	Persentase dari Jumlah Beban Umum dan Administrasi Percentage of Total General and Administrative Expenses		Kenaikan (Penurunan) Increase (Decrease)	
			2022 %	2021 %	Nominal Rp-juta Rp-million	Persentase Percentage (%)
Gaji dan imbalan lain bagi manajemen kunci Salary and other benefits for key management	29.606	36.684	5,10	7,07	(7.078)	(19,29) ↓
Total beban umum dan administrasi Total general and administrative expenses	580.672	518.914			61.758	11,90 ↑

Kebijakan Perusahaan Terkait Mekanisme *Review* atas Transaksi dan Pemenuhan Peraturan dan Ketentuan Terkait

Seluruh transaksi afiliasi di atas merupakan bagian dari kegiatan usaha yang dijalankan Perusahaan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan. Tidak terdapat transaksi afiliasi yang bersifat luar biasa. Direksi dan Dewan Komisaris telah memastikan bahwa seluruh transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arm's length principle*).

Company Policy Regarding Review Mechanism of Transactions and Compliance with Related Regulations and Provisions

All of the affiliated transactions above are part of the business activities carried out by the Company in order to generate operating revenues, and are carried out regularly, repeatedly and/or continuously. There are no extraordinary affiliated transactions. Board of Directors and Board of Commissioners have ensured that all affiliated transactions have gone through adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others by fulfilling the arm's length principle.

INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN BERSIFAT LUAR BIASA DAN JARANG TERJADI

Financial Information Containing Extraordinary and Rare Events

Tidak terdapat informasi keuangan yang mengandung kejadian bersifat luar biasa dan jarang terjadi di tahun 2022.

There was no financial information containing extraordinary and rare events in 2022.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH TERHADAP PERUSAHAAN

Amendments to Laws and Regulations that Affect The Company

Peraturan Menteri Badan Usaha Milik Negara Nomor PER-06/MBU/04/2021 tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara Regulation of the Minister of State-Owned Enterprises Number PER-06/MBU/04/2021 concerning Amendments to Regulation of the Minister of State-Owned Enterprises Number PER-12/MBU/2012 on Supporting Organs of Board of Commissioners/Supervisory Board of State-Owned Enterprises	
Penjelasan atas Peraturan dan/atau Perundang-undangan yang Diberlakukan Explanation of Laws and/or Regulations In Force	: Peraturan dibentuk untuk meningkatkan kualitas pengawasan Dewan Komisaris terkait dengan proses nominasi dan remunerasi serta meningkatkan kualitas dan kompetensi Direksi dan Dewan Komisaris. Regulation was made to improve the quality of supervision of Board of Commissioners related to the nomination and remuneration process and to improve the quality and competencies of Board of Directors and Board of Commissioners.
Dampak Kuantitatif Terhadap Perusahaan Quantitative Impact on the Company	: Telah dibentuk Komite Nominasi dan Remunerasi melalui Surat Keputusan No. Kpts - 005/DEKOM.PL/2022-S8 tentang Pembentukan dan Pengangkatan Komite Nominasi dan Remunerasi Dewan Komisaris Pertamina Lubricants. Nomination and Remuneration Committee has been formed through Decree No. Kpts - 005/DEKOM.PL/2022-S8 concerning the Formation and Appointment of Nomination and Remuneration Committee for Board of Commissioners of Pertamina Lubricants.
Dampak Kualitatif Terhadap Perusahaan Qualitative Impact on the Company	: Dengan dibentuknya Komite Nominasi dan Remunerasi, Pertamina Lubricants telah terdapat penambahan struktur organisasi Komite Dewan Komisaris yang bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris untuk mengawasi pelaksanaan pengelolaan perusahaan yang baik dalam bidang keuangan, kepatuhan terhadap regulasi, <i>strategic portfolio</i> dan <i>corporate risk management</i> . With the establishment of Nomination and Remuneration Committee, Pertamina Lubricants has added to the organizational structure of Committees for Board of Commissioners who work collectively in carrying out their duties to assist the Board of Commissioners in overseeing the implementation of good corporate management in the areas of finance, regulatory compliance, strategic portfolio and corporate risk management.



Peraturan Pemerintah Pengganti Undang-Undang (Perpu) No. 2 Tahun 2022 tentang Cipta Kerja
Government Regulation in Lieu of Law (Perpu) No. 2 of 2022 concerning Job Creation

Penjelasan atas Peraturan dan/atau Perundang-undangan yang Diberlakukan	:	Peraturan dibentuk untuk penyesuaian berbagai aspek pengaturan yang berkaitan dengan kemudahan, perlindungan dan pemberdayaan koperasi dan usaha mikro, kecil, dan menengah, peningkatan ekosistem investasi, dan percepatan proyek strategis nasional, termasuk peningkatan perlindungan dan kesejahteraan pekerja.
Explanation of Laws and/or Regulations In Force		Regulation was made to adjust various regulatory aspects related to facilitation, protection and empowerment of cooperatives and micro, small and medium enterprises, enhancing investment ecosystem, and accelerating national strategic projects, including increasing the protection and welfare of workers.
Dampak Kuantitatif Terhadap Perusahaan	:	Terdapat peraturan hukum baru yang menjadi acuan bagi Pertamina Lubricants dalam penyelenggaraan kegiatan operasional.
Quantitative Impact on the Company		New regulation that becomes a reference for Pertamina Lubricants in carrying out operational activities.
Dampak Kualitatif Terhadap Perusahaan	:	Terdapat kebijakan strategis cipta kerja baru yang telah diubah sehingga Pertamina Lubricants perlu untuk menyesuaikan dengan ketentuan yang terbaru, khususnya berkaitan dengan: • penerapan perizinan berusaha berbasis risiko; • penyederhanaan persyaratan dasar perizinan berusaha; • penyederhanaan perizinan berusaha sektor; dan • penyederhanaan persyaratan investasi; • ketentuan terkait ketenagakerjaan; • kemudahan berusaha; • dukungan riset dan inovasi; • pengadaan tanah; dan • kawasan ekonomi.
Qualitative Impact on the Company		New job creation strategic policy has been amended so that Pertamina Lubricants needs to adjust to the latest provisions, particularly with regard to: • application of risk-based business licensing; • simplification of basic requirements for business licensing; • simplification of sector business licensing; And • simplification of investment requirements; • provisions related to employment; • ease of doing business; • research and innovation support; • land acquisition; And • economic area.

PERUBAHAN KEBIJAKAN AKUNTANSI DAN PENGARUHNYA

Changes in Accounting Policies and The Effects

Perusahaan menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, termasuk standar yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian.

The Company adopted for the first time all new and/or revised standards effective for the period beginning on or after January 1, 2022, including the following revised standards that affect the consolidated financial statements.

Amendemen PSAK 22: Kombinasi Bisnis - Rujukan ke Kerangka Konseptual Amendments to PSAK 22: Business Combinations - Reference to the Conceptual Framework	
Penjelasan atas Perubahan Kebijakan Akuntansi yang Diberlakukan	: Amendemen ini mengklarifikasi interaksi antara PSAK 22, PSAK 57, ISAK 30 dan Kerangka Konseptual Pelaporan Keuangan. Secara umum, amendemen PSAK 22: - menambahkan deskripsi terkait "liabilitas dan liabilitas kontinjensi dalam ruang lingkup PSAK 57 atau ISAK 30"; - mengklarifikasi liabilitas kontinjensi yang telah diakui pada tanggal akuisisi; - menambahkan definisi aset kontinjensi dan perlakuan akuntansinya. Amendemen PSAK 22 ini berlaku efektif pada tanggal 1 Januari 2022 dengan penerapan dini diperkenankan.
Explanation of Applied Changes in Accounting Policies	This amendment clarifies the interaction between PSAK 22, PSAK 57, ISAK 30 and the Conceptual Framework for Financial Reporting. In general, amendments to PSAK 22: - adding a description regarding "liabilities and contingent liabilities within the scope of PSAK 57 or ISAK 30"; - clarifying contingent liabilities that have been recognized at the acquisition date; - added the definition of contingent assets and their accounting treatment. Amendments to PSAK 22 are effective on January 1, 2022 with early application permitted.
Dampak Terhadap Perusahaan	: Amendemen ini tidak diekspektasi memiliki dampak pada pelaporan keuangan Perusahaan dan kelompok usaha pada saat diadopsi untuk pertama kali.
Impact on the Company	This amendment is not expected to have an impact on the Company's and business group's financial reporting when it was first adopted.

Amendemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Merugi-Biaya Memenuhi Kontrak Amendments to PSAK 57: Provisions, Contingent Liabilities, and Contingent Assets regarding Loss Contracts-Cost of Fulfilling the Contract	
Penjelasan atas Perubahan Kebijakan Akuntansi yang Diberlakukan	: Amendemen PSAK 57 mengatur biaya-biaya untuk memenuhi kontrak merugi terdiri dari biaya yang terkait langsung dengan kontrak, di mana terdiri dari: - biaya inkremental untuk memenuhi kontrak tersebut, dan - alokasi biaya lain yang berhubungan langsung untuk memenuhi kontrak. Amendemen PSAK 57 berlaku efektif pada 1 Januari 2022 dengan penerapan dini diperkenankan.
Explanation of Applied Changes in Accounting Policies	The amendments to PSAK 57 stipulate that costs to fulfill loss-making contracts consist of costs directly related to the contract, which consist of: - incremental costs of fulfilling the contract, and - allocation of other costs directly related to fulfilling the contract. Amendments to PSAK 57 are effective on January 1, 2022 with early adoption permitted.
Dampak Terhadap Perusahaan	: Amendemen ini tidak diekspektasi memiliki dampak pada pelaporan keuangan Perusahaan dan kelompok usaha pada saat diadopsi untuk pertama kali.
Impact on the Company	This amendment is not expected to have an impact on the Company's and business group's financial reporting when it was first adopted.

Penyesuaian Tahunan 2020 - PSAK 71: Instrumen Keuangan
2020 Annual Adjustment – PSAK 71: Financial Instrument

Penjelasan atas Perubahan Kebijakan Akuntansi yang Diberlakukan	:	Amandemen ini mengklasifikasi biaya yang diperhitungkan entitas dalam mengevaluasi apakah persyaratan yang dimodifikasi dari suatu liabilitas keuangan menyebabkan penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru. Biaya tersebut hanya mencakup yang dibayarkan atau diterima antara peminjam dan pemberi pinjaman, termasuk <i>fee</i> yang dibayarkan atau diterima baik oleh peminjam atau pemberi pinjaman atas nama pihak lain. Amandemen ini berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan dini diperkenankan.
Explanation of Applied Changes in Accounting Policies		This amendment clarifies the costs an entity takes into account in evaluating whether the modified terms of a financial liability result in derecognition of original financial liability and recognition of new financial liability. These costs only include those paid or received between the borrower and the lender, including costs paid or received by either the borrower or the lender on behalf of other party. These amendments are effective for the annual reporting period commencing on or after January 1, 2022 with early adoption permitted.
Dampak Terhadap Perusahaan	:	Amandemen ini tidak diekspektasi memiliki dampak pada pelaporan keuangan Perusahaan dan kelompok usaha pada saat diadopsi untuk pertama kali.
Impact on the Company		This amendment is not expected to have an impact on the Company's and business group's financial reporting when it was first adopted.

Penyesuaian Tahunan 2020 – PSAK 73: Sewa
2020 Annual Adjustment – PSAK 73: Lease

Penjelasan atas Perubahan Kebijakan Akuntansi yang Diberlakukan	:	Amandemen terhadap Contoh Ilustrasi 13 yang merupakan bagian dari PSAK 73 dengan menghilangkan dari contoh ilustrasi penggantian perbaikan properti sewaan oleh pesewa untuk mengatasi potensi kebingungan mengenai perlakuan insentif sewa yang mungkin timbul karena cara insentif sewa diilustrasikan dalam contoh tersebut. Amandemen ini diterapkan secara prospektif terhadap pengukuran nilai wajar pada atau setelah awal periode pelaporan tahunan pertama yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan dini diperkenankan.
Explanation of Applied Changes in Accounting Policies		Amendment to Example of Illustration 13 which is part of PSAK 73 by omitting from the illustrative example the replacement of a leased property repair by a lessee to address potential confusion regarding the treatment of lease incentives that may arise because of the way rental incentives are illustrated in the example. This amendment is applied prospectively to fair value measurements at or after the start of the first annual reporting period beginning on or after January 1, 2022 with early adoption permitted.
Dampak Terhadap Perusahaan	:	Amandemen ini tidak diekspektasi memiliki dampak pada pelaporan keuangan Perusahaan dan kelompok usaha pada saat diadopsi untuk pertama kali.
Impact on the Company		This amendment is not expected to have an impact on the Company's and business group's financial reporting when it was first adopted.

TINGKAT KESEHATAN PERUSAHAAN

Company Soundness Level

Penilaian Tingkat Kesehatan Kinerja Perusahaan dilakukan dengan menggunakan indikator kinerja yang tercantum dalam Pedoman Penilaian Kinerja Anak Perusahaan PT Pertamina (Persero). Berdasarkan penilaian tahun 2022, realisasi hasil Tingkat Kesehatan Kinerja Perusahaan mencapai nilai 82 dengan kategori "Sehat – AA".

The Soundness Level of the Company's Performance is assessed using the performance indicators listed in the Performance Assessment Guidelines for PT Pertamina (Persero) Subsidiaries. Based on the 2022 assessment, the results of the Company's Performance Soundness Level reached a score of 82 in "Healthy - AA" category. This achievement was better than in 2021 which scored 83 in "Healthy - AA" category.

Tingkat Kesehatan Kinerja Pertamina Lubricants Performance Soundness Level of Pertamina Lubricants

	RKAP 2022 2022 WP&B	Realisasi 2022 2022 Realization	Realisasi 2021 2021 Realization	Realisasi 2020 2020 Realization
Nilai Kinerja Keuangan (NKK) Financial Performance Value (NKK)	66,0	66,0	66	64
Nilai Kinerja Pertumbuhan (NKP) Growth Performance Value (NKP)	7,5	4,0	4	4
Nilai Kinerja Operasi (NKO) Operating Performance Value (NKO)	6,0	4,0	4	4
Nilai Kinerja Administrasi (NKA) Administrative Performance Score (NKA)	10,0	8,0	9	9
Total Nilai Kinerja Total Performance Score	89,5	82,0	83	81
Tingkat Kinerja Perusahaan Company Performance Level	Sehat AA Healthy AA	Sehat AA Healthy AA	Sehat AA Healthy AA	Sehat AA Healthy AA

INFORMASI KELANGSUNGAN USAHA

Information on Business Continuity

Hal-Hal Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha

Secara umum pada tahun 2022 tidak ada hal-hal yang berpotensi memberikan pengaruh signifikan terhadap kelangsungan usaha Pertamina Lubricants. Selama periode pelaporan, Perusahaan masih dipengaruhi oleh berlanjutnya pandemi COVID-19. Namun mulai pulihnya ekonomi global dan nasional, turut mendorong peningkatan permintaan pelumas.

Assessment Manajemen akan Kelangsungan Usaha Tahun 2022

Pertamina Lubricants secara berkala melakukan evaluasi untuk mengetahui faktor-faktor yang berpotensi memberikan pengaruh signifikan terhadap kelangsungan usaha. Evaluasi yang dilakukan menjadi mekanisme *review* untuk menindaklanjuti setiap faktor dimaksud dengan melakukan pengelolaan, guna meminimalkan dampak maupun risiko yang ditimbulkan.

Potential Matters with Significant Influence on Business Continuity

In general, in 2022 there were no matters that have the potential to significantly influence the continuity of Pertamina Lubricants' business. During the reporting period, the Company was still affected by the ongoing COVID-19 pandemic. However, global and national economic recovery has also contributed to an increase in demand for lubricants.

Management Assessment of Business Continuity in 2022

Pertamina Lubricants periodically perform an evaluation to identify factors that have the potential to significantly influence business continuity. This evaluation becomes a review mechanism to follow up and manage each of the factors referred, to minimize the arising impacts and risks.

Faktor yang Mempengaruhi Kelangsungan Usaha Tahun 2022 Factors Affecting Business Continuity in 2022

Faktor Eksternal dan Internal External and Internal Factors	
1. Pandemi Covid-19 Tahun 2021 merupakan salah satu tahun terberat untuk seluruh masyarakat di dunia, varian virus Delta COVID-19 mengakibatkan dampak yang signifikan untuk berbagai segmen <i>industry</i>, PPKM yang kembali diterapkan menurunkan mobilisasi masyarakat. Pada tahun 2022, situasi akibat <i>pandemic</i> membaik dan Pemerintah mulai memberikan instruksi untuk masyarakat bersiap menghadapi transisi <i>pandemic</i> menjadi <i>endemic</i>, hal ini diikuti dengan peningkatan mobilisasi masyarakat dan pergerakan ekonomi secara perlahan. Dan diperkirakan, <i>value pool</i> akan pulih pada tahun 2023.	1. Pandemic Covid-19 2021 was one of the toughest years for all world citizens, the Delta COVID-19 virus variant had a significant impact on various industry segments, and PPKM that was re-implemented reduced people mobilization. In 2022, the situation due to the pandemic started to improve and the government began to provide instructions for the public to prepare for the transition from a pandemic to becoming endemic, followed by increasing people mobilization and economic movement. And it is estimated that the value pool will recover in 2023.
2. Produk dan Layanan Pergeseran pola konsumsi masyarakat dimana akan berfokus pada nilai tambah/premium, peningkatan regulasi/standar efisiensi dan keberlanjutan. Selain itu, saat ini mulai meningkat tren industri "<i>lube as a service</i>".	2. Products and Services Shifting patterns of public consumption, which will focus on added value/premium, increased regulations/efficiency standards and sustainability. In addition, the industry trend of "<i>lube as a service</i>" is currently starting to increase.

Faktor Eksternal dan Internal External and Internal Factors

3. Bahan baku

Menurut kajian yang dikeluarkan McKinsey, mineral *base oil* akan mengalami surplus ke depan, akan tetapi *demand supply* Group III semakin ketat. Saat ini, adanya perang oleh salah satu pemasok minyak terbesar di dunia berdampak pada kenaikan harga minyak dunia. Naiknya harga minyak dunia berdampak juga pada kenaikan harga *lube base oil* yang merupakan bahan baku utama pelumas. Berdasarkan *trend* publikasi ICIS, harga *lube base oil* mulai merangkak naik dari bulan Maret 2022 hingga saat ini, tentunya hal ini perlu menjadi perhatian *management* untuk mempersiapkan *strategy* pada tahun 2023.

3. Raw Materials

According to a study released by McKinsey, mineral *base oil* will experience a surplus in the future, but the demand supply for Group III will be tighter. Currently, the existence of a war by one of the largest oil suppliers in the world has an impact on increasing world oil prices. Rising world oil prices had also led to rising prices for *lube base oil* as the main raw material for lubricants. Based on the trend of ICIS publications, the price of *lube base oil* has started to creep up from March 2022 until now. This certainly needs to be a concern for management to prepare the 2023 strategies.

Pengendalian Situasi Darurat dan Manajemen Keberlangsungan Bisnis

Perusahaan menerapkan pengendalian situasi darurat dan manajemen keberlangsungan bisnis (*Business Continuity Management* atau BCM), yang berbasis ISO 22301:2019 *Business Continuity Management System* (BCMS). Dalam penerapannya, selama periode pelaporan, Perusahaan telah menetapkan 8 (delapan) dokumen *Business Continuity Plan* (BCP) yang menjadi pedoman dalam mengendalikan gangguan yang dapat menimbulkan penyimpangan negatif terhadap kegiatan bisnis, sehingga memerlukan usaha khusus untuk pemulihannya.

Emergency Control and Business Continuity Management

The Company implements emergency control and business continuity management (BCM) based on ISO 22301:2019 Business Continuity Management System (BCMS). During the reporting period, the Company has established 8 (eight) Business Continuity Plans (BCP) as guidelines for controlling disruptions that can cause negative impact on business activities, thus requiring special efforts to recover them.

Dokumen BCP dan Aktivitas Rutin untuk Memastikan BCP Berjalan BCP Documents and Regular Activities to Ensure BCP is Running

Dokumen BCP BCP Documents	Aktivitas Rutin untuk Memastikan BCP Berjalan Routine Activities to Ensure the Running of BCP
BCP ketika operasional terganggu akibat pandemi yang berjangka panjang	- Memastikan bahwa kantor/<i>production plant</i>/laboratorium alternatif siap sedia. - Memastikan bahwa semua IT <i>asset</i> penunjang (seperti akses VPN, laptop pekerja) senantiasa siap sedia untuk digunakan dalam skala besar.
BCP for Disrupted Operations Due to a Long-Term Pandemic	- Ensure that an alternative office/<i>production plant</i>/laboratory is prepared. - Ensuring that all supporting IT assets (such as VPN access, employees' laptops) are always ready for use on a large scale.
BCP ketika ada isu hubungan masyarakat yang bersifat negatif	- Pelatihan/<i>upskilling</i> komunikasi. - Memastikan bahwa semua IT <i>asset</i> penunjang (seperti akses VPN, laptop pekerja) senantiasa siap sedia untuk digunakan dalam skala besar.
BCP for negative public relations issue	- Communication training/<i>upskilling</i>. - Ensuring that all supporting IT assets (such as VPN access, employees' laptops) are always ready for use on a large scale.

Dokumen BCP BCP Documents	Aktivitas Rutin untuk Memastikan BCP Berjalan Routine Activities to Ensure the Running of BCP
BCP pencemaran lingkungan akibat tumpahan minyak/produk pelumas BCP for environmental pollution due to spills of oil/lubricant products	• Simulasi keadaan darurat. • Penyediaan MoU Penanggulangan Keadaan Darurat dengan perusahaan sekitar, Dinas Pemadam Kebakaran Pemerintah dan rumah sakit setempat. • Simulasi keadaan darurat sama penyediaan MOU penanggulangan keadaan darurat
BCP gangguan operasional akibat ancaman huru-hara, demo, dan/atau ancaman sabotase di PTPL BCP for operational disruption due to threats of riot, rallies, and/or threats of sabotage at PTPL	• Simulation of an emergency. • Provision of MoU on Emergency Management with local companies, Government Fire Department and local hospitals. • Simulation of emergencies as well as the provision of emergency management MOUs
BCP bencana alam dan/atau kebakaran di <i>production unit</i> , <i>warehouse</i> , laboratorium, dan kantor BCP for natural disaster and/or fire in production units, warehouses, laboratories and offices	• Simulasi keadaan darurat pada saat sistem <i>downtime</i>. • <i>Preventive maintenance</i> di server Lubcel dan SAP <i>in-house</i>.
BCP gangguan operasional akibat <i>downtime system</i> (SAP/lubcel) lebih dari 48 jam BCP for operational disruption due to system downtime (SAP/lubcel) for more than 48 hours	• Simulation of an emergency during system downtime. • Preventive maintenance on in-house Lubcel and SAP servers.
BCP apabila terjadi krisis finansial yang mengakibatkan penurunan laba yang drastis BCP for the event of financial crisis resulting in a drastic decline in profit	• Pemeriksaan/inspeksi <i>financial statement</i> Perusahaan. • Examination/inspection of the Company's financial statements.
BCP apabila terjadi kegagalan <i>supply raw material</i> lebih dari 1 (satu) minggu BCP for failure in raw material supply for more than 1 (one) week	• Audit inventori perusahaan untuk bahan baku dan produk sudah jadi • Audit on the Company's inventory for raw materials and finished products.

Sesuai dengan BCMS, keputusan untuk mengaktifasi BCP adalah tanggung jawab Pemimpin BCP setelah melakukan konsultasi dengan *Crisis Management Team Leader*, Pimpinan Respon Darurat, Pimpinan IT DRP, dan jika dibutuhkan dengan *Site Production Unit Manager* serta *Distribution Manager*. Ketika sudah dibuat keputusan untuk mengaktifasi BCP, langkah selanjutnya adalah untuk melihat kecocokan insiden tersebut dengan skenario BCP yang sudah tertera di dalam dokumen.

In accordance with the BCMS, the decision to activate BCP is the responsibility of the BCP Leader after consulting with the Crisis Management Team Leader, Emergency Response Leader, IT DRP Leader, and with the Site Production Unit Manager and Distribution Manager if necessary. Once the decision has been made, the next step is to see if the incident matches the BCP scenario listed in the document.

OPTIMALISASI DUKUNGAN TEKNOLOGI INFORMASI

Information Technology Support Optimization

Pengembangan dan Dukungan Teknologi Informasi dalam Organisasi Perusahaan

Sejalan dengan kebijakan transformasi digital, Pertamina Lubricants terus meningkatkan dukungan Teknologi Informasi (TI) yang dijalankan Fungsi *General Affairs* dipimpin seorang *Vice President*, dan bertanggung jawab kepada *Direktur Finance & Business Support*.

Pada periode pelaporan VP General Affair Pertamina Lubricants dijabat oleh Uut Hestiwidati berdasarkan Surat Keputusan Direksi No. Kpts.P-019/PL0000/2019-S-8 Perihal Mutasi Jabatan tanggal 29 April 2021.

Fungsi *General Affairs* memiliki tugas dan tanggung jawab:

- Mewujudkan rancangan menjadi konstruksi yang detail;
- Bertindak sebagai konsultan dengan melakukan komunikasi secara rutin dengan pihak pengguna (*user*);
- Memfasilitasi berlangsungnya pelatihan teknologi informasi;
- Dibebaskan dari kegiatan pengadaan barang dan jasa yang berhubungan dengan kegiatan teknologi informasi.
- Memastikan bahwa perangkat-perangkat dan sistem yang digunakan dalam teknologi informasi telah berada pada kualitas dan tingkat layanan yang diharapkan.

Sebagai bentuk komitmen pada penerapan transformasi digital dan pengelolaan TI, selama tahun 2022 Perusahaan menyertakan karyawan pada Fungsi *General Affair* yang bertanggung jawab atas pengelolaan TI, pada beberapa kegiatan pelatihan:

- Pelatihan Teknik Pemrograman SCRUM;
- *IT Technology Refreshment*.

Strategi TI dan Peta Jalan Transformasi Digital

Dalam melaksanakan pengembangan dan implementasi TI di Perusahaan, Fungsi *General Affair* selalu memastikan penerapan TI telah selaras dengan visi misi perusahaan. Strategi pengembangan TI yang dijalankan Perusahaan selama periode pelaporan:

- Peningkatan keandalan Infrastruktur TI melalui modernisasi dan Migrasi Server TI yang terintegrasi melalui Pertamina Sinergi Data Center (PSDC);
- Peningkatan Kemudahan Layanan penyediaan Product Lubricants Melalui Pengembangan Aplikasi POWER;
- Peningkatan kemudahan *Tracking Product* Lubricant Melalui Digitalisasi *End To End*;

Information Technology Development and Support in Corporate Organization

In line with the digital transformation policy, Pertamina Lubricants continuously improve the support of Information Technology (IT), carried out by the General Affairs Function led by a Vice President, and reports to the Director of Finance & Business Support.

During the reporting period, the position of VP General Affair Pertamina Lubricants was held by Uut Hestiwidati based on Board of Directors Decree No. Kpts.P-019/PL0000/2019-S-8 regarding Job Transfer dated April 29, 2021.

The General Affairs function has the following duties and responsibilities:

- Turning the design into a detailed construction;
- Act as a consultant by conducting regular communication with the user;
- Facilitate ongoing information technology training;
- Exempt from procurement of goods and services related to information technology activities.
- Ensuring that the devices and systems used in information technology are at expected quality and level of service.

As a form of commitment to the implementation of digital transformation and IT management, in 2022, the Company enrolled employees in the General Affair Function who are responsible for IT management, in several training activities:

- SCRUM Programming Technique Training;
- *IT Technology Refreshment*.

IT Strategy and Digital Transformation Roadmap

In carrying out the development and implementation of IT in the Company, the General Affair Function ensures that IT implementation is aligned with the corporate vision and mission. The Company's IT development strategy during the reporting period:

- Increasing the reliability of IT Infrastructure through modernization and integrated IT Server Migration through Pertamina Sinergi Data Center (PSDC);
- Ease of service for Lubricant Products through the development of POWER application;
- Increasing the ease of Lubricant Product Tracking Through End To End Digitalization;

- Peningkatan Layanan *Procurement* melalui Implementasi *Digital Procurement*.
- Peningkatan layanan data platform dengan mengembangkan *data lake*.
- Pengembangan *data analytics & data warehouse*.
- Pengembangan *dashboard operational & financial*

Guna mendukung transformasi digital, Perusahaan telah menetapkan peta jalan transformasi digital Pertamina Lubricants melalui ICT *Master Plan* yang mendukung Rencana Jangka Panjang Perusahaan. ICT *Master Plan* mengusung tema “Membangun *SMART IT System* untuk meningkatkan layanan dan mendukung RJPP PTPL”.

- Improvement of *Procurement Services* through *Digital Procurement*.
- Improvement of platform data services by developing data lakes.
- Development of data analytics & data warehouse.
- Development of operational & financial dashboards

In order to support digital transformation, the Company has established a digital transformation roadmap for Pertamina Lubricants through the ICT *Master Plan*, which supports the Company's Long Term Plan. The ICT *Master Plan* carries the theme “Building a *SMART IT System* to improve services and support PTPL's RJPP”.

Juara pelumas dan solusi bahan kimia khusus terkemuka di Asia

Leading Asian champion of lubes and specialty chemical solutions

\$1,5 miliar
billion
Pendapatan 2030
2030 Revenue

>20%
Margin Bersih
Net Margin

>20%
Pendapatan dari luar negeri
Revenue from overseas

>20%
Pendapatan dari bahan kimia khusus
Revenue from specialty chemicals



Perkuat
intinya
Strengthen the core



Tumbuhkan
bisnis baru
Grow new business



Jelajahi
melangkah keluar
Explore step out



Menanamkan
keberlanjutan
Embed sustainability

Keunggulan
Layanan
Service Excellence

Operasi Ramping
Lean Operation

Inovasi Teknologi
dan Layanan
Technology and
Service Innovation

Sinergi
Rantai Nilai
Value Chain Synergy

2022 Mengembangkan Platform
& Layanan Terintegrasi
Manajemen Data
Develop Data Management
Integrated Platform & Services

2023 Meluncurkan Satu Sistem
Terintegrasi dengan IoT
Roll Out One Integrated System
with IoT

2024 Implementasi *Big Data*
Big Data Implementation

2025 Inovasi TI dengan Penciptaan Nilai
IT Innovate with Value Creation

Membangun *SMART IT System* untuk
meningkatkan Layanan
dan Mendukung
RJPP PTPL
Building *SMART IT System* to
improve Services and
Support PTPL's RJPP

Skala Besar
Big Scale
Teknologi “Kelas Dunia”
“World Class” Technology
Keunggulan Operasional
Operational Excellence

2022 DAMA & One
System
Terintegrasi
DAMA & One Integrated
System
2024 Implementasi
Big Data
Big Data
Implementation

2023 Proses
Digitalisasi
Terintegrasi
Integrated
Digitalization Process
2023 Layanan
POWER Inovatif
Innovative POWER
Services

2022 Infrastruktur
TI Kelas Dunia
World Class
IT Infrastructure
2022 Manajemen TI
Ramping
Lean IT
Management

2026
Merangsang Inovasi TI
Stimulate IT Innovation

- Mengembangkan Platform & Layanan Manajemen Data Terintegrasi Bersama TI
 - Mengembangkan Layanan API & Alat Manajemen (layanan *Middleware*)
 - Mengembangkan Pengarsipan Tata Kelola Data & Kebijakan Keamanan *Cyber*
 - Pengerasan Infrastruktur
 - Implementasi C/CD
- Develop Data Management Integrated Platform & Services**
- Develop Enterprise Architecture, IT Governance & IT Shared Services
 - Develop API Services & Management Tools (*Middleware* services)
 - Develop Data Governance Archiving & *Cyber Security* Policies
 - Infrastructure Hardening
 - C/CD Implementation

- Implementasi *Big Data*
 - Perayaan Data Tidak Terstruktur dari Internet, Media Sosial, Sensor, dll
 - Tingkatkan Pengetahuan, Konfigurasi, Manajemen Kapasitas
 - Tingkatkan IoT untuk Ekosistem Digital
 - Tindakan Keamanan Siber Otomatis untuk mendeteksi kerentanan
- Big Data Implementation**
- Crawl Unstructured Data from Internet, Social Media, Sensors, etc.
 - Improve Knowledge, Configuration, Capacity Management
 - Improve IoT for Digital Ecosystem
 - Automated *Cyber Security* Measures to detect vulnerabilities

- Merangsang Inovasi TI
 - Riset dan Implementasikan Mesin Automasi/Robot/Perangkat Cerdas
 - Realitas Tertambah Terintegrasi
 - Pelaporan Otomatis & Sistem Kecerdasan Bisnis Didukung oleh *Big Data*
- Stimulate IT Innovation**
- Research and Implement Autonomous Machine/Robot/Smart Device
 - Integrated Augmented Reality
 - Automated Reporting & Business Intelligence
 - System Powered by *Big Data*

2022

2023

2024

2025

2026

Meluncurkan Satu Sistem Terintegrasi dengan IoT

- Digitalisasi Terintegrasi Berbasis *Cloud Computing*
- POWER untuk Solusi Aplikasi Pelumasan Terpadu
- End To End Proses Digitalisasi Pelumas (Integrasi Sistem)
- API sebagai *First Class Citizen*
- *Cyber Security* sebagai Syarat Penggunaan dalam Kasus

Roll Out One Integrated System with IoT

- Integrated Digitalization Cloud Computing Based
- POWER for Integrated Lube Application Solution
- End To End Lubricant Digitalization Process (System Integration)
- API as *First Class Citizen*
- *Cyber Security* as Prerequisite Use case

TI Berinovasi dengan Penciptaan Nilai

- Tingkatkan Ekosistem & Komunitas Pelumas Digital
- Meningkatkan IoT & *Big Data*
- Tentukan Layanan Pelumas Baru dengan TI
- API diekspos sebagai pengembangan use case baru

IT Innovate with Value Creation

- Improve Digital Lubricant Ecosystem & Community
- Improve IoT & *Big Data*
- Define New Lubricant Services with IT
- API exposing as new use case development



Infrastruktur Teknologi Informasi

Untuk menjamin layanan IT dapat selalu tersedia maka Fungsi *General Affair* melakukan pengelolaan Infrastruktur Teknologi Informasi dengan menerapkan target *availability* minimum yang harus dicapai. Adapun pencapaian *availability* infrastruktur teknologi informasi pada tahun 2022 sebesar 99,93%, dengan pencapaian sebagai berikut:

- *Availability* Jaringan Data/LAN: 100%
- *Availability* Jaringan Telephone: 99,97%
- *Availability* Data Center/Server: 100%
- *Availability* Akses Internet: 99,97%
- *Availability* Aplikasi Lubricants: 99,75%

Pengelolaan TI di lingkup Pertamina Lubricants mengacu pada kebijakan yang diterapkan Fungsi *Corporate ICT* PT Pertamina (Persero). Namun Perusahaan tetap dapat melakukan pengelolaan kegiatan terkait TI secara mandiri dengan tetap berkoordinasi dengan PT Pertamina (Persero).

Pengembangan Aplikasi/Sistem TI untuk Distributor/Agan/Konsumen

Distributor/agen/konsumen memerlukan penerapan sistem TI komprehensif dalam rangka memudahkan proses pemesanan daring, dan penelusuran pengiriman produk, serta informasi yang mudah dan cepat mengenai produk maupun *point of service*. Beberapa aplikasi/sistem yang dikembangkan selama tahun 2022 antara lain:

- Pengembangan aplikasi Digitalisasi *End to End* untuk memonitor produk Pertamina Lubricants (*Go Live* untuk aplikasi *Distributor Management System/DMS*) melalui *QR Code Tracking*. Dalam aplikasi Digitalisasi *End To End* meliputi: *Production Digitalization Management (PDM)*, *Warehouse Management System (WMS)*, *Distribution Management System (DMS)*, dan *Transport Management System (TMS)*.

Information Technology Infrastructure

To ensure that IT services are always available, the General Affair Function manages the Information Technology Infrastructure by applying a minimum availability target that must be achieved. The achievement of the availability of information technology infrastructure in 2022 is 99.93%, with the following achievements:

- Availability of Data Network/LAN: 100%
- Availability of Telephone Network: 99.97%
- Availability of Data Center/Server: 100%
- Availability of Internet Access: 99.97%
- Availability of Lubricants Application: 99.75%

IT management within the scope of Pertamina Lubricants refers to the policies of the Corporate ICT Function at PT Pertamina (Persero). However, the Company can still manage IT-related activities independently by coordinating with PT Pertamina (Persero).

IT Application/System Development for Distributors/Agents/Consumers

Distributors/agents/consumers require a comprehensive IT system to facilitate the online ordering process, and tracking product shipments, as well as easy and fast information about products and points of service. Some of the applications/systems developed during 2022 include:

- Development of End-to-End Digitalization application to monitor Pertamina Lubricants products (*Go Live* for *Distributor Management System/DMS* application) through *QR Code Tracking*. In the End-to-End Digitalization applications include: *Production Digitalization Management (PDM)*, *Warehouse Management System (WMS)*, *Distribution Management System (DMS)*, and *Transport Management System (TMS)*.

- Pengembangan Aplikasi POWER for IOS.
- Pengembangan *Payment Gateway Integration* untuk Aplikasi POWER *Payment*.
- Pengembangan Vendor & Distributor *Outlet Financing* (Mandiri & BRI).
- Pengembangan Aplikasi Yuk *Service* untuk *point of sale*.
- Pengembangan API POWER dan DMS *Integration* untuk *Digitalization End to End*.
- Pengembangan Aplikasi POWER *Overseas*.
- Pengembangan Aplikasi PPDS & APO untuk mendukung Perencanaan Produksi.
- Implementasi *Integrated Digital Procurement* MMNH melalui SMART GEP System.

Pencapaian Kinerja Tata Kelola TI

Selama tahun 2022 Perusahaan telah merealisasikan beberapa program kerja terkait pengelolaan dan pengembangan TI, termasuk untuk mendukung transformasi digital:

- Pengembangan Aplikasi Digitalisasi *End to End* untuk *Monitor Product* Pertamina Lubricants (*Go Live* Untuk Aplikasi Distributor *Management System* (DMS));
- Digitalisasi *Product Sales* melalui Pengembangan Aplikasi *Pertamina Owner and Mechanic Reward* (POWER) untuk platform IOS dan Android;
- Pengembangan *Payment Gateway Integration* untuk aplikasi POWER *Payment*;
- Pengembangan Vendor & Distributor *Outlet Financing* (Mandiri & BRI);
- Pengembangan Aplikasi Yuk *Service*;
- Pengembangan API POWER dan DMS *Integration* untuk *Digitalization end to end*;
- Pengembangan Aplikasi POWER Fungsi *Overseas*;
- Pengembangan Aplikasi Production Planning and *Detail Scheduling* (PPDS) & *Advanced Planning and Optimization* (APO) untuk mendukung Perencanaan Produksi;
- Implementasi *Integrated Digital Procurement* MMNH Melalui SMART GEP System;
- Implementasi Digitalisasi Pedoman Administrasi Terpadu Pertamina (PATP) melalui Implementasi digital Korespondensi P-Office 2.0 yang terintegrasi dengan sistem Jadwal Retensi Dokumen (JRD) PERTAMINA;
- Peningkatan *Security* dan *Non Repudiation* Dokumen Digital Pertamina Melalui Implementasi Digitalisasi Tanda tangan dengan menggunakan Pertamina Sign, BSSN Sign dan Peruri Sign;
- Peningkatan *Surveillance* Lokasi Kerja Pertamina Lubricants melalui peningkatan titik CCTV;
- Peningkatan layanan Infrastruktur TI melalui Sentralisasi Server Pertamina Lubricants dan Integrasi Server Pertamina Lubricants dengan PERTAMINA Sinergi Data Center (PSDC).

- Development of POWER For IOS Application.
- Development of Payment Gateway Integration for POWER Payment Application.
- Development of Vendor & Distributor Outlet Financing (Mandiri & BRI).
- Development of Yuk Service Application for points of sale.
- Development of API POWER and DMS.
- Integration for End-to-End Digitalization.
- Development of POWER Overseas Application.
- Development of PPDS & APO Application to support Production Planning.
- Implementation of Integrated Digital Procurement MMNH through SMART GEP System

Achievement of IT Governance Performance

During 2022, the Company has realized several work programs related to IT management and development, including to support digital transformation:

- Development of End to End Digitization Application for Monitor Product of Pertamina Lubricants (*Go Live* for Distributor Management System (DMS) Application);
- Digitizing Product Sales through Pertamina Owner and Mechanic Reward (POWER) application development for IOS and Android platforms;
- Development of Payment Gateway Integration for POWER Payment application;
- Development of Vendor & Distributor Outlet Financing (Mandiri & BRI);
- Yuk Service application development;
- Development of POWER API and DMS Integration for end to end Digitalization;
- Overseas Function of POWER Application Development;
- Development of Production Planning and Detail Scheduling (PPDS) & Advanced Planning and Optimization (APO) application to support Production Planning;
- Implementation of MMNH Integrated Digital Procurement Through the SMART GEP System;
- Implementation of Digitization of Pertamina Integrated Administration Guidelines (PATP) through digital implementation of P-Office 2.0 Correspondence integrated with PERTAMINA's Document Retention Schedule (JRD) system;
- Increasing the Security and Non-Repudiation of Pertamina's Digital Documents through the Implementation of Signature Digitization using Pertamina Sign, BSSN Sign and Peruri Sign;
- Improvement of Surveillance of Pertamina Lubricants Work Locations through increased CCTV points;
- Improvement of IT Infrastructure services through Pertamina Lubricants Server Centralization and Pertamina Lubricants Server Integration with PERTAMINA Sinergi Data Center (PSDC).



TATA KELOLA PERUSAHAAN

Corporate Governance

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN DI LINGKUP PERTAMINA LUBRICANTS

Development of Corporate Governance Implementation in Pertamina Lubricants

Tata Kelola Perusahaan yang Baik memberikan jaminan tentang kelangsungan operasi dan bisnis Pertamina Lubricants hingga di masa-masa yang akan datang.

Good Corporate Governance provides assurance about the continuity of Pertamina Lubricants' operations and business into the future.

KOMITMEN ATAS ASAS TATA KELOLA PERUSAHAAN

Sebagai anak usaha dari PT Pertamina Patra Niaga selaku *Subholding Commercial & Trading* dari PT Pertamina (Persero), Pertamina Lubricants menerapkan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dengan berpedoman pada peraturan perundang-undangan yang berlaku, serta ketentuan internal perusahaan termasuk Anggaran Dasar, *Board Manual*, dan serangkaian STK/Pedoman peraturan internal perusahaan sebagai landasan dalam menjalankan usaha dan mengacu pada praktik-praktik terbaik di setiap lini bisnisnya. Upaya tersebut dilakukan dalam rangka mempertahankan pencapaian kinerja yang positif dan berkelanjutan, sekaligus mengoptimalkan pemberian manfaat positif dan nilai tambah (*added value*) bagi para pemangku kepentingan.

Sesuai Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 Tahun 2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara, penerapan GCG mencakup 5 (lima) prinsip, yakni Transparansi, Akuntabilitas, Pertanggungjawaban, Kemandirian, dan Kewajaran.

COMMITMENT TO CORPORATE GOVERNANCE PRINCIPLES

As a subsidiary of PT Pertamina Patra Niaga, the Commercial & Trading Subholding of PT Pertamina (Persero), Pertamina Lubricants applies the Good Corporate Governance principles guided by prevailing laws and regulations, as well as internal Company provisions including the Articles of Association, Board Manual, and a series of STK/Guidelines for internal Company regulations as a basis for conducting business and referring to best practices in each line of business. These efforts are made to maintain positive and sustainable performance achievements, while optimizing the creation of positive benefits and added value for stakeholders.

In accordance with the Minister of State-Owned Enterprises Regulation Number PER-09/MBU/2012 of 2012 on the Amendment to the Minister of State-Owned Enterprises Regulation Number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, the implementation of GCG includes 5 (five) principles, namely Transparency, Accountability, Responsibility, Independence, and Fairness.





Asas-asas Tata Kelola Perusahaan yang Baik Good Corporate Governance Principles

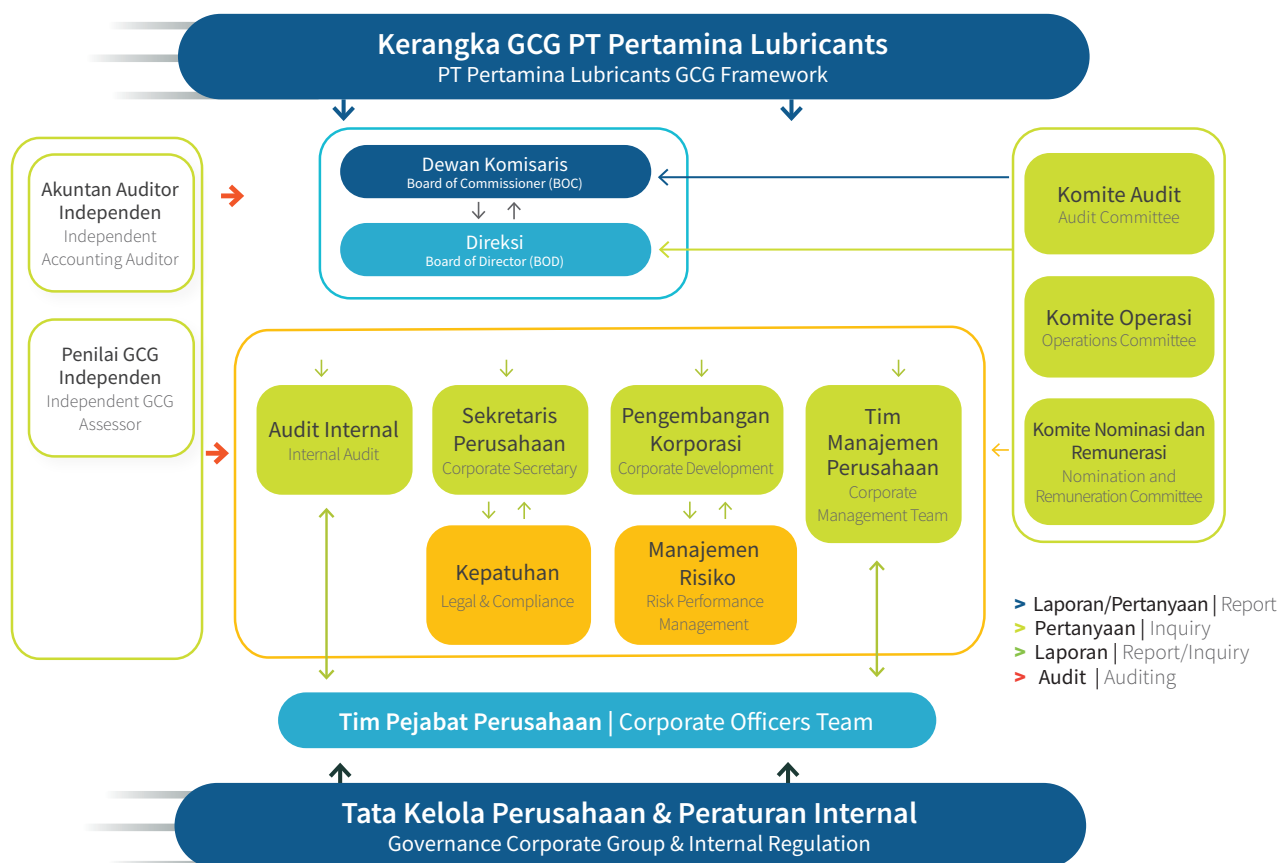
Transparansi Transparency	Akuntabilitas Accountability	Pertanggungjawaban Responsibility	Independensi Independence	Kewajaran Fairness
Keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan.	Kejelasan fungsi, pelaksanaan, dan pertanggungjawaban Organ Perusahaan sehingga pengelolaan perusahaan terlaksana secara efektif.	Kesesuaian di dalam pengelolaan perusahaan terhadap peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.	Keadaan di mana perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.	Keadilan dan kesetaraan di dalam memenuhi hak-hak Pemangku Kepentingan (<i>stakeholders</i>) yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.
Transparency in decision making process and in disclosing material and relevant information about the Company	Clarity of functions, implementation, and accountability of Organs resulting in effective Company management	Conformity in the Company management with laws and regulations as well as sound corporate principles	A situation in which the Company is managed professionally without conflict of interest and influence/pressure from any party that is not in accordance with the laws and regulations as well as sound corporate principles.	Fairness and equality in fulfilling stakeholders' rights based on agreements and laws and regulations

KERANGKA TATA KELOLA PERUSAHAAN

Penerapan GCG di lingkungan Pertamina Lubricants mengacu pada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana diubah sebagian melalui Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja (UU Perseroan Terbatas), peraturan terkait GCG yang dikeluarkan oleh Kementerian BUMN, dan ketentuan GCG yang berlaku di Pertamina Group. Kerangka GCG yang berlaku di Perusahaan ditunjukkan dalam ilustrasi berikut ini.

CORPORATE GOVERNANCE FRAMEWORK

GCG implementation within Pertamina Lubricants refers to Law No. 40 of 2007 on Limited Liability Companies as partially amended through Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation (Limited Liability Company Law), GCG-related regulations issued by the Ministry of SOEs, and GCG provisions applicable in Pertamina Group. The GCG framework applicable in the Company is shown in the following illustration.

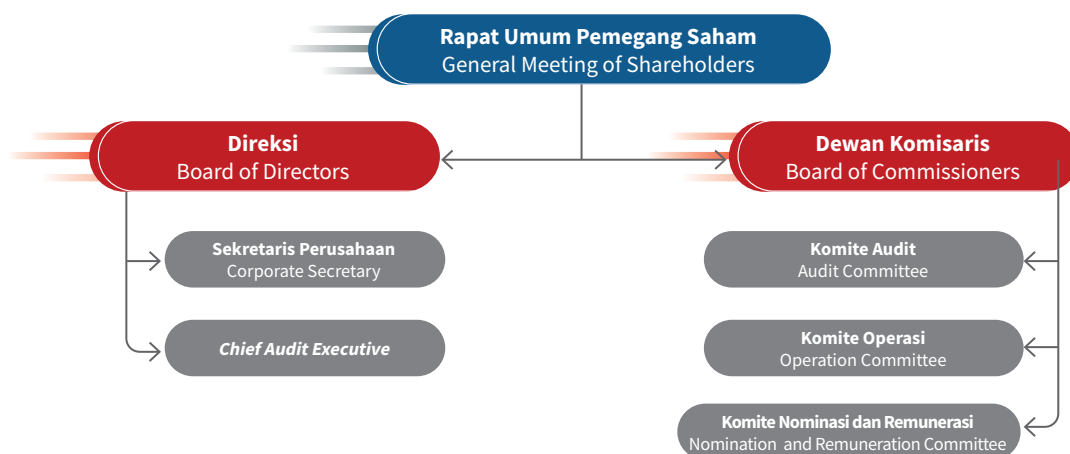


STRUKTUR DAN MEKANISME/PROSES TATA KELOLA PERUSAHAAN

Sesuai dengan UU Perseroan Terbatas, Perusahaan memiliki struktur organ perseroan yang terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. RUPS merupakan forum pengambilan keputusan tertinggi bagi Pemegang Saham, Dewan Komisaris melakukan fungsi pengawasan atas jalannya Perusahaan dengan dibantu komite-komite yang dibentuk, dan Direksi melakukan fungsi pengurusan Perusahaan dengan didukung fungsi-fungsi dalam manajemen.

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM/PROCESS

In accordance with the Limited Liability Company Law, the Company has a governance structure consisting of General Meeting of Shareholders (GMS), Board of Commissioners and Board of Directors. GMS is the highest decision-making forum for Shareholders, Board of Commissioners carries the supervisory function over the running of the Company with the assistance of established committees, and Board of Directors performs the management function of the Company supported by functions in management.



Agar hubungan antar organ GCG dalam Struktur Tata Kelola dapat berjalan dengan baik, Perusahaan mengembangkan Mekanisme atau Proses Tata Kelola sebagai aturan main yang didasarkan pada berbagai pedoman, piagam, dan kebijakan. Perusahaan memiliki serangkaian pedoman dan kebijakan terkait penerapan prinsip GCG dari masing-masing organ dalam Struktur Tata Kelola, yang akan dijelaskan pada setiap bagian dari organ dalam Struktur Tata Kelola di bab ini.

To ensure that the relationship between GCG organs in the Governance Structure can work properly, the Company develops Governance Mechanism or Process as rules of the game based on various guidelines, charters, and policies. The Company has a series of guidelines and policies related to GCG principles implementation of each organ in the Governance Structure, which will be explained in each section of the organs in Governance Structure in this chapter.

HASIL TATA KELOLA: EVALUASI, PEMANTAUAN, DAN PENILAIAN PENERAPAN TATA KELOLA

Pertamina Lubricants terus memperkuat penegakan hukum dan aspek kepatuhan terhadap undang-undang dan peraturan yang berlaku. Untuk mengawasi pelaksanaan upaya tersebut, Perusahaan menugaskan Tim *Legal & Compliance* yang berada di bawah koordinasi Fungsi *Corporate Secretary*.

GOVERNANCE OUTCOME: EVALUATION, MONITORING, AND ASSESSMENT OF GOVERNANCE IMPLEMENTATION

Pertamina Lubricant continues to strengthen law enforcement and compliance with applicable laws and regulations. To oversee these efforts, the Company assigns Legal & Compliance Team under the coordination of Corporate Secretary Function.

Penilaian dengan Pendekatan Kelompok Usaha Pertamina

Pelaporan masing-masing item baik itu *Conflict of Interest* (Col), *Code of Conduct* (CoC), Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN), Laporan Gratifikasi bulanan, Sosialisasi GCG; wajib dilaporkan oleh setiap pekerja melalui sistem *Compliance Online* yang telah terintegrasi dengan sistem pelaporan dan *monitoring* dari PT Pertamina (Persero) serta Komisi Pemberantasan Korupsi (KPK). Pelaporan ini juga masuk ke dalam KPI seluruh pekerja baik secara individu maupun fungsi.

Assessment with Pertamina Business Group Approach

Reporting of each item, such as Conflict of Interest (Col), Code of Conduct (CoC), State Officials' Wealth Report (LHKPN), monthly Gratification Report, GCG Dissemination; must be reported by each employee through the Compliance Online system which has been integrated with the reporting and monitoring system of PT Pertamina (Persero) and the Corruption Eradication Commission (KPK). This reporting is also included in the KPIs of all workers, both individually and functionally.

Bentuk Pelaporan Reporting Form	2022 (%)	2021 (%)	2020 (%)
<i>Conflict of Interest</i> (Col)	100,00	100,00	94,42
<i>Code of Conduct</i> (CoC)	100,00	100,00	91,12
Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) State Officials' Wealth Report (LHKPN)	100,00	100,00	100,00
Gratifikasi Gratification	90,15	92,25	92,43
Sosialisasi GCG GCG Dissemination	98,20	100,00	97,72
Jumlah GCG Compliance Implementation	97,67	98,45	95,14
Total GCG Compliance Implementation			

Berdasarkan hasil pencapaian laporan *Compliance Online* dan hasil *assessment* GCG Tahun 2022, diketahui kinerja kepatuhan pelaksanaan GCG pada periode pelaporan memperlihatkan hasil Sangat Baik.

Based on the achievement of Online Compliance report and GCG assessment results in 2022, the GCG implementation compliance performance in the reporting period showed Very Good result.

Penilaian dengan Pendekatan Kelompok Usaha BUMN

Sebagai bagian dari Pertamina Group, Pertamina Lubricants melakukan *assessment* penerapan GCG secara berkala yang mengacu pada Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 Tahun 2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara. Indikator/parameter penilaian merujuk pada Surat Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 1 Oktober 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, sebagaimana yang digunakan PT Pertamina (Persero) sebagai entitas induk dan merupakan BUMN.

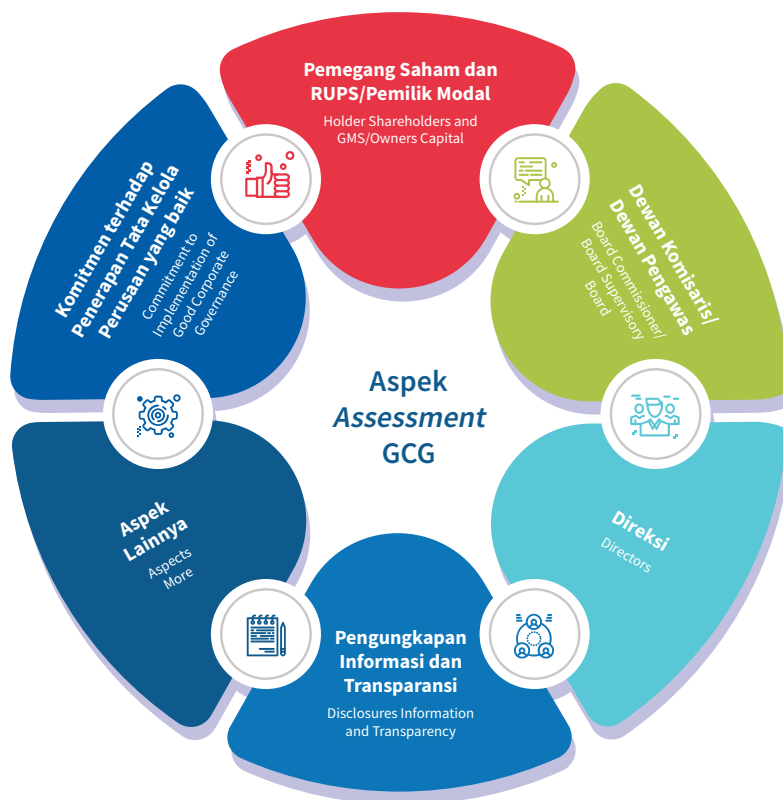
Pelaksanaan penilaian penerapan GCG pada prinsipnya bisa dilakukan sendiri oleh Perusahaan. Dalam pelaksanaannya, penilaian sendiri dapat meminta bantuan (asistensi) dari penilai independen. Penilaian juga dapat dilaksanakan oleh penilai (*assessor*) independen. Apabila dipandang lebih efektif dan efisien, penilaian juga dapat dilakukan dengan menggunakan jasa instansi Pemerintah yang memiliki kompetensi di bidang GCG, yang penunjukannya dilakukan oleh Direksi melalui penunjukan langsung. Hasil pelaksanaan penilaian dan evaluasi dilaporkan kepada RUPS bersamaan dengan penyampaian Laporan Tahunan.

Assessment with SOE Business Group Approach

As part of Pertamina Group, Pertamina Lubricants conducts periodic GCG assessment which refers to the Minister of State-Owned Enterprises Regulation No. PER-09/MBU/2012 of 2012 concerning Amendment to the Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises. The assessment indicators/parameters refer to the Secretary of Ministry of SOEs Decree No. SK-16/S.MBU/2012 dated October 1, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises, as used by PT Pertamina (Persero) as the parent entity and is a SOE.

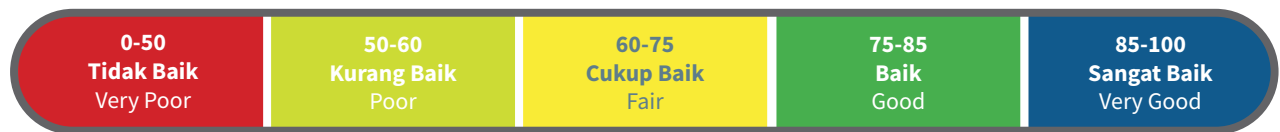
In principle, GCG assessment can be conducted by the Company itself. The self-assessment may request assistance from an independent assessor. The assessment can also be carried out by an independent assessor. If deemed more effective and efficient, the assessment can also be carried out by using the services of a Government agency that has competency in the field of GCG, whose appointment is made by the Board of Directors through direct appointment. The assessment and evaluation results are reported to the GMS together with the Annual Report submission.

6 (enam) Aspek *Assessment* GCG (Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012) 6 (six) Aspects of GCG Assessment (Secretary of Ministry of SOEs Decree No. SK-16/S.MBU/2012)



Hasil penilaian melalui metode ini menggunakan predikat dengan rentang skor sebagai berikut

The assessment results through this method use predicates with the following score range.



Di tahun 2022 Perusahaan melakukan penilaian penerapan GCG dengan rincian informasi sebagai berikut.

In 2022, the Company conducted GCG assessment with the following detailed information.

Jenis Penilaian Type of Assessment	: Penilai (Assessor) Independen Independent Assessor
Assessor/Penilai Assessor	: PT Mitra Bhadra Consulting
Periode Penerapan Pengukuran Measurements Period	: Tahun Buku 2022 (1 Januari 2022 s.d 31 Desember 2022) 2022 Fiscal Year (January 1, 2022 to December 31, 2022)
Waktu Pengukuran Measurement Time	: 8 Februari 2023 s.d. waktu terbit laporan hasil penilaian February 8, 2023 until Issuance Time of Assessment Result Report
Waktu Terbit Laporan Hasil Penilaian Issuance Time of Assessment Result Report	: 31 Maret 2023 March 31, 2023

Rincian hasil penilaian penerapan GCG Perusahaan untuk tahun buku 2022 dan perbandingannya penilaian penerapan GCG dalam 3 (tiga) tahun terakhir dapat dilihat di bawah ini.

Details of the Company's GCG assessment results for 2022 fiscal year and its comparison with GCG assessment in the last 3 (three) years can be seen below.

Hasil Penilaian Penerapan GCG Pertamina Lubricants 2020-2022 Pertamina Lubricants GCG Assessment Results in 2020-2022

Aspek Pengujian Assessment Aspects	Bobot Weight	Capaian Tahun 2022 (Assessment) 2022 Achievement (Assessment)		Capaian Tahun 2021 (Assessment) 2021 Achievement (Assessment)		Capaian Tahun 2020 (Assessment) 2020 Achievement (Assessment)	
		Skor Score	Capaian (%) Achievement	Skor Score	Capaian (%) Achievement	Skor Score	Capaian (%) Achievement
Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to Sustainable Good Corporate Governance Implementation	7,000	6,69	95,56	6,00	85,71	6,188	88,4
Pemegang Saham dan RUPS Shareholders and GMS/ Capital Owners	9,000	7,35	81,70	8,38	93,11	7,850	87,22
Dewan Komisaris Board of Commissioners	35,000	31,08	88,80	32,69	93,40	29,013	82,89
Direksi Board of Directors	35,000	33,79	96,53	33,49	95,69	33,261	95,03
Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,000	8,18	90,89	8,05	89,44	8,092	89,91
Aspek Lainnya Other aspects	5,000	3,75	75,00	1,25	25,00	-	-
Nilai rata-rata (%) Average Score (%)	100,000		90,84		89,87		84,40
Klasifikasi Kualitas Penerapan GCG GCG Implementation Quality Classification		"Sangat Baik" "Very Good"		"Sangat Baik" "Very Good"		"Baik" "Good"	

Hasil *Area of Improvement* (AOI) atau rekomendasi atas *assessment* penerapan GCG yang dilakukan untuk tahun 2022, serta ada atau tidak adanya kesamaan dengan hasil *assessment* untuk tahun buku 2021 dan *self assessment* untuk tahun buku 2020 dapat dilihat pada tabel di bawah ini.

The *Area of Improvement* (AOI) results or recommendations on GCG assessment conducted in 2022, as well as the presence or absence of similarities with the assessment results for 2021 fiscal year and self-assessment for 2020 fiscal year can be seen in the table below.

No	Hasil Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2022 GCG Assessment Recommendation Results for 2022 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 Contained in GCG Assessment Recommendations for 2021 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2020 Contained in GCG Assessment Recommendations for 2020 Fiscal Year
I Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Good Corporate Governance Implementation			
1	Agar pada tahun 2023 PTPL melakukan peninjauan dan pemutakhiran pedoman tata kelola dengan menyesuaikan pada perkembangan tata kelola (governansi) domestik dan global serta perkembangan kebutuhan perusahaan, peninjauan dan pemutakhiran salah satunya terhadap Pedoman Umum Governansi Korporat Indonesia yang dikeluarkan oleh KNKG pada tahun 2021 ataupun ISO 37000:2021 Tata Kelola Organisasi - Panduan. In 2023 PTPL should review and update the governance guidelines by adjusting to the development of domestic and global governance and the development of Company needs, reviewing and updating one of them to the General Guidelines for Indonesian Corporate Governance issued by the KNKG in 2021 or ISO 37000: 2021 Organizational Governance - Guidelines.	v	v
2	Agar pada tahun 2023 PTPL melakukan penetapan pedoman perilaku sesuai dengan kebutuhan perusahaan. In 2023 PTPL should establish a code of conduct in accordance with the Company's needs.	v	v
3	Pelaksanaan <i>compliance online system</i> dan <i>survey</i> pemahaman GCG perlu dilanjutkan dan dievaluasi (kualitatif dan kuantitatif) agar pemahaman seluruh karyawan Pertamina Lubricants terhadap GCG terus meningkat. The online compliance system and GCG understanding survey need to be continued and evaluated (qualitative and quantitative) so that the understanding of all Pertamina Lubricants employees towards GCG continues to increase.	x	x
4	Pedoman Pengelolaan Kewajiban Penyampaian Laporan Harta Kekayaan Negara perlu disahkan dan ditandatangani oleh Dewan Komisaris dan Direksi. The Guidelines for the Obligation of Management to Submit State Official Wealth Reports need to be authorized and signed by Board of Commissioners and Board of Directors.	v	v
II Pemegang Saham dan RUPS Shareholders and GMS/Capital Owners			
1	Pemegang Saham perlu melakukan <i>fit and proper test</i> sesuai peraturan yang berlaku kepada calon Direksi. Shareholders need to conduct a fit and proper test in accordance with applicable regulations for new Board of Directors.	x	x
2	Pemegang Saham perlu melakukan <i>fit and proper test</i> sesuai peraturan yang berlaku kepada calon Dewan Komisaris. Shareholders need to conduct a fit and proper test in accordance with applicable regulations for new Board of Commissioners.	x	x
3	Pemegang Saham harus menetapkan anggota Dewan Komisaris Independen paling sedikit 20% dari total anggota Dewan Komisaris. Shareholders must determine at least 20% of total members of Board of Commissioners as Independent Commissioners.	v	v

No	Hasil Rekomendasi Assessment Penerapan GCG Tahun Buku 2022 GCG Assessment Recommendation Results for 2022 Fiscal Year	Terdapat dalam Rekomendasi Assessment Penerapan GCG Tahun Buku 2021 Contained in GCG Assessment Recommendations for 2021 Fiscal Year	Terdapat dalam Rekomendasi Assessment Penerapan GCG Tahun Buku 2020 Contained in GCG Assessment Recommendations for 2020 Fiscal Year
4	Pemegang Saham harus melakukan pengesahan terhadap RJPP Perusahaan dalam jangka waktu paling lambat 60 (enam puluh) hari setelah diterimanya rancangan RJPP sebelum tahun periode RJPP tersebut berjalan. Shareholders must ratify the Company's RJPP within a period of no later than 60 (sixty) days after receipt of the RJPP draft before the RJPP period runs.	V	V
5	Pemegang Saham harus memberikan pengesahan RKAP secara tepat waktu yaitu pada akhir tahun sebelum tahun anggaran berjalan. Shareholders must approve the RKAP in a timely manner, i.e. at the end of the year before the current fiscal year.	V	V
6	Pemegang Saham harus melakukan penilaian kinerja Dewan Komisaris melalui KPI atau kontrak kinerja Dewan Komisaris. Shareholders must assess the Board of Commissioners' performance through KPIs or the Board of Commissioners' performance contract.	V	V
7	Pemegang Saham perlu melakukan tindak lanjut Aol atas pelaksanaan penilaian Tata Kelola Perusahaan yang Baik dan menyusun rekapitulasinya. Shareholders need to conduct Aol follow-up on Good Corporate Governance Assessment and compile a recapitulation.	X	X
8	Pemegang Saham harus memberikan respon/tanggapan atas informasi mengenai penurunan kinerja dan/atau kerugian perusahaan yang signifikan yang disampaikan oleh Dewan Komisaris. Shareholders must provide responses to information regarding a significant decline in Company performance and/or losses submitted by Board of Commissioners.	X	V
III	Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board		
1	Dewan Komisaris perlu melaksanakan dan mendokumentasikan dengan baik hasil program pelatihan melalui laporan tertulis atau presentasi seperti tercantum dalam Board Manual. Board of Commissioners needs to implement and properly document the training program results through written reports or presentations as stated in the Board Manual.	V	V
2	Komisaris Utama perlu menjadi bagian dalam Komite Dewan Komisaris sebagai bentuk pembagian tugas masing-masing Anggota Dewan Komisaris. President Commissioner needs to be part of the Board of Commissioners Committee as a form of division of duties for each member of Board of Commissioners.	X	X
3	Dewan Komisaris harus membuat rencana kerja/program kerja dalam 1 tahun termasuk di dalamnya dicantumkan anggaran tahunan program kerja tersebut. Rencana kerja/program kerja beserta anggaran kemudian dimasukkan kedalam RKAP Perusahaan dan disampaikan oleh Dewan Komisaris kepada Pemegang Saham untuk disahkan. Board of Commissioners must make a work plan/work program in 1 year including the annual budget of work program. The work plan/work program along with the budget is then included in the Company's RKAP and submitted by Board of Commissioners to the Shareholders for approval.	X	V
4	Direksi perlu memperhatikan ketepatan waktu penyampaian laporan dan akurasi data laporan. Board of Directors needs to pay attention to the timeliness of report submission and accuracy of report data.	V	X

No	Hasil Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2022 GCG Assessment Recommendation Results for 2022 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 Contained in GCG Assessment Recommendations for 2021 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2020 Contained in GCG Assessment Recommendations for 2020 Fiscal Year
5	Dewan Komisaris perlu menyusun Rencana Kerja dan Anggaran Tahunan Dewan Komisaris dan memasukan tugas pengawasan terhadap kebijakan mutu dan pelayanan. Board of Commissioners needs to develop an Annual Work Plan and Budget for Board of Commissioners and include supervisory duties on quality and service policies.	x	v
6	Dewan Komisaris perlu menyusun Rencana Kerja dan Anggaran Tahunan Dewan Komisaris dan memasukan tugas pengawasan terhadap kepatuhan Direksi terhadap peraturan perundang-undangan dan perjanjian dengan pihak ketiga. Board of Commissioners needs to prepare the Annual Work Plan and Budget of Board of Commissioners and include supervisory duties on the Board of Directors' compliance with laws and regulations and agreements with third parties.	x	v
7	Dewan Komisaris perlu menandatangani laporan manajemen dan laporan tahunan sebagai bentuk pertanggung jawaban atas evaluasi Dewan Komisaris terhadap kinerja Direksi. Board of Commissioners needs to sign the management report and annual report as a form of Board of Commissioners' responsibility for evaluating the Board of Directors' performance.	x	v
8	- Dewan Komisaris perlu menyusun Rencana Kerja dan Anggaran Tahunan Dewan Komisaris dan memasukan tugas pengawasan terhadap pembahasan transaksi atau tindakan dalam lingkup kewenangan Dewan Komisaris atau RUPS. - Pemberian otorisasi oleh Dewan Komisaris perlu dilakukan paling lambat 14 hari sejak usulan atau dokumen secara lengkap diterima oleh Dewan Komisaris. - Board of Commissioners needs to prepare the Annual Work Plan and Budget of Board of Commissioners and include supervisory duties on the discussion of transactions or actions within the scope of authority of Board of Commissioners or GMS. - Authorization by Board of Commissioners needs to be done no later than 14 days after the proposal or complete documents are received by Board of Commissioners.	x	v
9	Dewan Komisaris perlu melakukan evaluasi atas kinerja auditor eksternal sesuai dengan ketentuan yang berlaku. Board of Commissioners needs to evaluate external auditor's performance in accordance with applicable regulations.	x	x
10	Dewan Komisaris perlu menyusun Rencana Kerja dan Anggaran Tahunan Dewan Komisaris dan memasukan tugas pengawasan terhadap pengawasan efektivitas pelaksanaan audit eksternal dan audit internal, serta pelaksanaan telaah atas pengaduan yang berkaitan dengan Perusahaan yang diterima oleh Dewan Komisaris. Board of Commissioners needs to prepare the Annual Work Plan and Budget of Board of Commissioners and include supervisory duties on the supervision of the effectiveness of external audit and internal audit, as well as the review of complaints related to the Company received by Board of Commissioners.	x	x

No	Hasil Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2022 GCG Assessment Recommendation Results for 2022 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 Contained in GCG Assessment Recommendations for 2021 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2020 Contained in GCG Assessment Recommendations for 2020 Fiscal Year
11	Dewan Komisaris perlu melakukan usulan dan telaah terhadap calon Direksi untuk disampaikan kepada Pemegang Saham sebagaimana tercantum dalam <i>Board Manual</i> . Board of Commissioners needs to propose and review candidates for Board of Directors to be submitted to Shareholders as stated in the Board Manual.	V	X
12	- Dewan Komisaris perlu menyusun Rencana Kerja dan Anggaran Tahunan Dewan Komisaris dan memasukan tugas pengawasan mengenai pemantauan kinerja Direksi dan pelaporan kepada Pemegang Saham. - Dewan Komisaris perlu melakukan penilaian kinerja secara kolektif dan individu bagi masing-masing anggota Direksi. - Board of Commissioners needs to prepare the Annual Work Plan and Budget of Board of Commissioners and include supervisory duties regarding monitoring the Board of Directors' performance and reporting to the Shareholders. - Board of Commissioners needs to conduct collective and individual performance assessment for each member of Board of Directors.	V	V
13	Dewan Komisaris perlu menyusun Rencana Kerja dan Anggaran Tahunan Dewan Komisaris dan memasukan tugas pengawasan untuk menelaah pengusulan remunerasi Direksi. Board of Commissioners needs to prepare the Annual Work Plan and Budget of Board of Commissioners and include supervisory duties to review the remuneration proposal of Board of Directors.	X	X
14	Dewan Komisaris bersama Komite Dewan Komisaris perlu menyusun laporan hasil tindak lanjut <i>Area of Improvement</i> penilaian GCG khususnya pada aspek Dewan Komisaris. Board of Commissioners together with Board of Commissioners Committee should prepare a report on the follow-up of Area of Improvement of GCG assessment, especially on Board of Commissioners aspect.	X	X
15	Dewan Komisaris atau Komite Dewan Komisaris wajib mengevaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dan dituangkan dalam risalah rapat Dewan Komisaris. Board of Commissioners or Board of Commissioners Committee shall evaluate the performance achievement of each member of Board of Commissioners and set forth in the Board of Commissioners meeting minutes.	V	V
16	- Sekretaris Dewan Komisaris harus mengadministrasikan dan mendokumentasikan surat keluar dan surat masuk Dewan Komisaris, dan dokumen lainnya (risalah rapat Dewan Komisaris, Komite, undangan rapat) dengan baik dan benar. - Setiap anggota Dewan Komisaris menerima salinan risalah rapat Dewan Komisaris, terlepas apakah bersangkutan hadir atau tidak hadir dalam rapat tersebut. - Materi rapat perlu didistribusikan kepada peserta Rapat paling lambat 3 (tiga) hari sebelum rapat diadakan. - Secretary of Board of Commissioners must administer and document the outgoing and incoming letters of Board of Commissioners, and other documents (minutes of Board of Commissioners meetings, Committees, meeting invitations) properly. - Each member of Board of Commissioners receives a copy of the Board of Commissioners meeting minutes, regardless of whether or not he/she attended the meeting. - Meeting materials need to be distributed to the Meeting participants at the latest 3 (three) days before the meeting is held.	V	V

No	Hasil Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2022 GCG Assessment Recommendation Results for 2022 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 Contained in GCG Assessment Recommendations for 2021 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2020 Contained in GCG Assessment Recommendations for 2020 Fiscal Year
17	Anggota Komite Nominasi dan Remunerasi perlu memiliki pengalaman sesuai pembedaan Komite Dewan Komisaris yang dijabat. Members of Nomination and Remuneration Committee need to have experience in accordance with the <i>field of Board of Commissioners Committee</i> .	x	x
18	Komite Nominasi dan Remunerasi perlu menyusun program kerja untuk 1 (satu) tahun kedepan. Nomination and Remuneration Committee needs to prepare a work program for the next 1 (one) year.	x	x
19	Program Kerja Komite Dewan Komisaris perlu mencantumkan target pelaksanaan rapat dalam 1 (satu) tahun dan risalah Rapat Komite Dewan Komisaris harus dibuat setiap rapat. The Work Program of Board of Commissioners Committee needs to include meeting targets in 1 (one) year and minutes of Board of Commissioners Committee Meetings must be made for each meeting.	x	v
IV Direksi Board of Directors			
1	Perusahaan wajib memperhatikan ketentuan penyusunan rancangan RJPP, telaahan Dewan Komisaris, penyampaian RJPP kepada Pemegang Saham, sampai dengan ketepatan waktu pengesahan RJPP oleh RUPS. The Company must pay attention to the provisions for RJPP preparation, Board of Commissioners' review, RJPP submission to Shareholders, up to the timeliness of RJPP ratification by the GMS.	v	v
2	Direksi perlu menyampaikan rancangan RKAP kepada RUPS dan/atau Dewan Komisaris secara tepat waktu. Board of Directors needs to submit the RKAP draft to GMS and/or Board of Commissioners in a timely manner.	v	x
3	Perusahaan memperhatikan ketentuan dan kebijakan perusahaan agar tidak terjadi temuan-temuan audit, baik oleh auditor eksternal dan auditor internal mengenai pengadaan yang dapat merugikan Perusahaan. The Company pays attention to the provisions and policies of the Company so that there are no audit findings, both by external auditors and internal auditors regarding procurement that can harm the Company.	v	x
4	Perusahaan sebaiknya membuat pedoman pengelolaan Anak Perusahaan / <i>Subsidiary Governance</i> sesuai dengan ketentuan perundang-undangan yang berlaku dan atau memperbarui Pedoman Pengelolaan Anak Perusahaan yang ada saat ini. The Company should develop Subsidiary Governance Guidelines in accordance with the prevailing laws and regulations and/or update the existing Subsidiary Governance Guidelines.	x	v
5	Perusahaan menindaklanjuti hasil <i>survey</i> pengukuran kepuasan pemasok. The Company follows up on the supplier satisfaction measurement survey results.	x	x
6	Perusahaan menindaklanjuti hasil <i>survey</i> secara keseluruhan tidak hanya terbatas pada program kerja untuk rekrutmen dan perbandingan ketentuan dalam PKB yang mengakomodir peningkatan benefit pekerja. The Company follow up on the survey results as a whole, not only limited to the work program for recruitment and comparison of provisions in the CLA that accommodate the improvement of workers' benefits.	x	x

No	Hasil Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2022 GCG Assessment Recommendation Results for 2022 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 Contained in GCG Assessment Recommendations for 2021 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2020 Contained in GCG Assessment Recommendations for 2020 Fiscal Year
7	Perusahaan mampu meningkatkan kinerja perusahaan tahun 2023 (sesuai KPI yang ditetapkan) dari tahun-tahun sebelumnya. The Company is capable of improving the Company's performance in 2023 (according to the KPIs set) from the previous years.	X	X
8	Perusahaan wajib membuat rencana agenda rapat yang akan dibahas untuk setiap Rapat Direksi. The Company must make a meeting agenda plan that will be discussed for each Board of Directors Meeting.	X	V
9	Perusahaan memperhatikan kecukupan jumlah tenaga auditor sesuai dengan kebutuhan Perusahaan yang dihasilkan dari analisis beban kerja yang telah dilakukan oleh SPI dan/atau divisi SPI. The Company pays attention to the adequacy of auditor personnel in accordance with the Company's needs resulting from the workload analysis that has been carried out by SPI and/or SPI division.	V	X
10	- Perusahaan memutakhirkan <i>website</i> secara berkala. - Sekretaris Perusahaan perlu meningkatkan fungsi dan tugas Sekretaris Perusahaan terkait koordinasi dan komunikasi dengan <i>stakeholder</i>. - The Company should update its website regularly. - Corporate Secretary needs to improve the Corporate Secretary's functions and duties related to coordination and communication with stakeholders.	V	V
11	Perlu diperhatikan ketepatan waktu pelaksanaan RUPS untuk pengesahan RJPP, RKAP dan laporan tahunan perusahaan. It is necessary to pay attention to the timeliness of GMS for the ratification of RJPP, RKAP and annual report of the Company.	V	V
V	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency		
1	Perusahaan wajib mempublikasikan Laporan Manajemen pada <i>website</i> Perusahaan. The Company shall publish the Management Report on the Company's website.	V	V
2	Perusahaan wajib membuat kebijakan tentang pengelolaan dan pemutakhiran <i>website</i> dan melaksanakan pengelolaan <i>website</i> sesuai dengan kebijakan yang ditetapkan secara konsisten. The Company shall make a policy on website management and updating and implement website management in accordance with the established policy consistently.	V	V
3	Perusahaan wajib mempublikasikan kebijakan dan informasi penting Perusahaan. The Company shall publish the Company's policies and important information.	V	V
4	Perusahaan wajib mengupdate informasi yang wajib disampaikan, ke dalam <i>website</i> . The Company is obliged to update the information that must be submitted, on the website.	V	V
5	Laporan Tahunan sepenuhnya disajikan dalam Bahasa Indonesia dan Bahasa Inggris secara berdampingan. The Annual Report is fully presented in Bahasa Indonesia and English side by side.	V	X

No	Hasil Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2022 GCG Assessment Recommendation Results for 2022 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 Contained in GCG Assessment Recommendations for 2021 Fiscal Year	Terdapat dalam Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2020 Contained in GCG Assessment Recommendations for 2020 Fiscal Year
6	Perusahaan wajib menyajikan informasi keuangan (laporan posisi keuangan, laporan laba rugi komprehensif, rasio-rasio keuangan secara umum dan yang relevan dengan industri perusahaan) dalam bentuk perbandingan selama 5 (lima) tahun buku. The Company shall present financial information (statement of financial position, statement of comprehensive income, financial ratio in general and those relevant to the Company's industry) in comparative form for 5 (five) fiscal years.	v	v
7	Perusahaan dapat lebih berpartisipasi dan memperoleh penghargaan <i>Sustainability Reporting Award</i> dan sejenisnya. The Company may further participate and obtain the Sustainability Reporting Award and the like.	v	x

v = Terdapat dalam rekomendasi *Assessment* penerapan GCG tahun buku 2020 dan/atau *Assessment* untuk tahun buku 2021

x = Tidak terdapat dalam rekomendasi *Assessment* penerapan GCG tahun buku 2020 dan/atau *Assessment* untuk tahun buku 2021

v = Contained in the recommendation for GCG Assessment for 2020 fiscal year and/or Assessment for 2021 fiscal year

x = Not contained in the recommendation for GCG Assessment for 2020 fiscal year and/or Assessment for 2021 fiscal year

Komitmen Perusahaan dalam menyempurnakan implementasi GCG diantaranya dilakukan dengan menindaklanjuti setiap temuan dalam penilaian penerapan GCG yang menjadi rekomendasi dalam area peningkatan atau *Area of Improvement* atas penilaian penerapan GCG. Berikut disampaikan hasil *Area of Improvement* atas hasil *Assessment* penerapan GCG tahun buku 2021 yang dilakukan oleh penilai (*assessor*) independen, dan upaya Perusahaan untuk menindaklanjuti rekomendasi yang ada.

The Company's commitment to improving GCG implementation is carried out, among others, by following up on any findings in GCG assessment which become recommendations in the Areas of Improvement on GCG assessment. The following are the results of Area of Improvement on GCG Assessment results for 2021 fiscal year conducted by an independent assessor, and the Company's efforts to follow up on existing recommendations.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
I	Aspek Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Good Corporate Governance Implementation			
1	Agar pada tahun 2022 Pertamina Lubricants melakukan <i>monitoring</i> dan evaluasi terkait pedoman tata kelola perusahaan salah satunya terhadap Pedoman Umum Governansi Korporat yang dikeluarkan oleh KNKG pada tahun 2021. In 2022, Pertamina Lubricants should conduct monitoring and evaluation related to corporate governance guidelines, one of which is the General Guidelines for Corporate Governance issued by the KNKG in 2021.	v	2022	Pertamina Lubricants telah melakukan <i>review</i> secara berkala atas Pedoman Tata Kelola Perusahaan, untuk kemudian dilakukan standarisasi dan proses sirkuler kepada fungsi terkait untuk memperoleh pengesahan atas hasil <i>review</i> . Pertamina Lubricants has conducted periodic reviews of the Corporate Governance Guidelines, which are then standardized and circulated to the relevant functions to obtain ratification of the review results.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
2	Agar pada tahun 2022 Pertamina Lubricants melakukan <i>monitoring</i> dan evaluasi terkait pedoman perilaku. In 2022, Pertamina Lubricants should conduct monitoring and evaluation related to the code of conduct.	v	2022	Pertamina Lubricants telah melakukan <i>review</i> berkala atas Pedoman Perilaku, untuk kemudian dilakukan standarisasi dan proses sirkuler kepada fungsi terkait untuk memperoleh pengesahan atas hasil <i>review</i>. Pertamina Lubricants has conducted a periodic review of the Code of Conduct, which is then standardized and circulated to the relevant functions to obtain ratification of the review results.
3	Seluruh Dewan Komisaris dan Direksi harus menandatangani Pakta Integritas atau Lembar Komitmen Dewan Komisaris dan Direksi dan Kebijakan New Pertamina Lubricants Clean. All Board of Commissioners and Board of Directors must sign the Integrity Pact or Commitment Sheet of Board of Commissioners and Board of Directors and New Pertamina Lubricants Clean Policy.	v	2022	Seluruh Dewan Komisaris dan Direksi telah menandatangani Pakta Integritas, Lembar Komitmen Direksi dan Dewan Komisaris serta Kebijakan New Pertamina Lubricants Clean. All Board of Commissioners and Board of Directors have signed the Integrity Pact, Commitment Sheet of Board of Directors and Board of Commissioners and New Pertamina Lubricants Clean Policy.
4	Pertamina Lubricants harus menyusun kebijakan/SOP tentang pengelolaan terhadap kepatuhan dan penyampaian LHKPN yang merupakan turunan dari Pedoman Pengelolaan Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara PT Pertamina (Persero). Pedoman juga perlu mencantumkan sanksi terhadap pejabat yang melanggar ketentuan penyampaian LHKPN, jabatan yang wajib menyampaikan LHKPN kepada KPK dan pejabat Perusahaan yang ditugaskan melaksanakan koordinasi dengan KPK berkaitan dengan pengelolaan LHKPN di lingkungan Perusahaan. Pertamina Lubricants must develop a policy/ SOP on the management of compliance and submission of LHKPN which is a derivative of the Guidelines for the Obligation of Management to Submit State Officials' Wealth Reports of PT Pertamina (Persero). The guidelines also need to include sanctions against officials who violate the provisions of LHKPN submission, positions that are required to submit LHKPN to the KPK and Company officials assigned to coordinate with the KPK related to LHKPN management within the Company.	v	2023	Pertamina Lubricants telah mengesahkan Pedoman Pengelolaan Kewajiban Penyampaian LHKPN No. A-014/PL0010/2022-S9 R0, di mana dalam pedoman tersebut telah tercantum: • sanksi atas ketidakpatuhan terhadap kewajiban penyampaian LHKPN; • pejabat yang menjadi wajib lapor LHKPN; dan • Administrator Unit Kerja LHKPN. Pertamina Lubricants has ratified the LHKPN Submission Obligation Guidelines No. A-014/PL0010/2022-S9 R0, in which the guidelines include: • sanctions for non-compliance with the obligation to submit LHKPN; • officials who are required to report LHKPN; and • Administrator of LHKPN Work Unit.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
5	Pertamina Lubricants perlu melaksanakan survei pemahaman GCG kepada seluruh karyawan dengan salah satu <i>output</i> berupa skor sehingga terdapat fokus perbaikan area pemahaman GCG yang masih perlu ditingkatkan. Pertamina Lubricants needs to conduct a GCG understanding survey to all employees with one of the outputs in the form of a score, so that there is a focus on improving areas of GCG understanding that still need to be improved.	v	2022	Pertamina Lubricants telah melaksanakan survey pemahaman GCG kepada seluruh pekerja, melalui Memorandum No. 316/PL0010/2022-S0 tanggal 11 November 2022 perihal Pengisian Survei <i>Good Corporate Governance</i> (GCG) oleh Seluruh Perwira Pertamina Lubricant. Pertamina Lubricants has conducted a GCG understanding survey for all employees, through Memorandum No. 316/PL0010/2022-S0 dated November 11, 2022 regarding the completion of Good Corporate Governance (GCG) Survey by all Pertamina Lubricants officers.
6	Pada tahun 2022 Pertamina Lubricants perlu melakukan evaluasi dan pemutakhiran terhadap pedoman gratifikasi termasuk evaluasi terhadap efektifitas UPG. In 2022, Pertamina Lubricants needs to evaluate and update the gratification guidelines including an evaluation of the effectiveness of UPG.	v	2022	Pertamina Lubricants telah melakukan <i>review</i> berkala atas Pedoman Gratifikasi, untuk kemudian dilakukan standarisasi dan proses sirkuler kepada fungsi terkait untuk memperoleh pengesahan atas hasil <i>review</i>. Pertamina Lubricants has conducted a periodic review of the Gratification Guidelines, which are then standardized and circulated to the relevant functions to obtain ratification of the review results.
II Pemegang Saham/RUPS Shareholders/GMS				
1	Pemberhentian Direksi perlu mencantumkan alasan-alasan yaitu: (a) tidak dapat memenuhi kewajibannya yang telah disepakati dalam kontrak manajemen; (b) tidak dapat melaksanakan tugasnya dengan baik; (c) tidak melaksanakan ketentuan peraturan perundang-undangan dan/atau ketentuan anggaran dasar; (d) terlibat dalam tindakan yang merugikan BUMN dan/atau negara; (e) dinyatakan bersalah dalam putusan pengadilan yang mempunyai kekuatan hukum yang tetap, diambil setelah yang bersangkutan diberi kesempatan membela diri. The Board of Directors' dismissal needs to include the reasons: (a) unable to fulfill his/her obligations as agreed in the management contract; (b) unable to carry out his/her duties properly; (c) unable to implement the laws and regulations and/or the articles of association; (d) involved in actions that harm SOEs and/or the state; (e) found guilty in a court decision that has permanent legal force, taken after the person concerned has been given the opportunity to defend himself/herself.	v	2022	1) Pertamina Lubricants telah menyampaikan Surat No. 328/PL0010/2022-S0 tanggal 22 November 2022 perihal Permohonan Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Pemegang Saham. 2) Tidak terdapat pemberhentian Direksi dikarenakan alasan-alasan sebagaimana tercantum dalam <i>Area of Improvement</i>, dimana sepanjang tahun 2022, hanya terdapat pengakhiran dikarenakan masa jabatan Direksi yang telah berakhir. 1) Pertamina Lubricants has submitted Letter No. 328/PL0010/2022-S0 dated November 22, 2022 regarding Request for Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Shareholders. 2) There was no dismissal of Board of Directors due to reasons as stated in the Area of Improvement, where throughout 2022, there were only dismissal due to the expired Board of Directors' term of office.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
2	Pemegang saham harus menetapkan anggota Dewan Komisaris Independen paling sedikit 20% dari total anggota Dewan Komisaris. Shareholders must determine independent members of Board of Commissioners at least 20% of total members of Board of Commissioners.	v	2022	Pertamina Lubricants telah menyampaikan Surat No. 328/PL0010/2022-S0 tanggal 22 November 2022 perihal Permohonan Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Pemegang Saham. Pertamina Lubricants has submitted Letter No. 328/PL0010/2022-S0 dated November 22, 2022 regarding Request for Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Shareholders.
3	Pemegang Saham harus melakukan pengesahan terhadap RJPP Perusahaan dalam jangka waktu paling lambat 60 (enam puluh) hari setelah diterimanya rancangan RJPP sebelum tahun periode RJPP tersebut berjalan. Shareholders must ratify the Company's RJPP within a period of no later than 60 (sixty) days after receipt of the RJPP draft before the RJPP period runs.	v	2022	Pertamina Lubricants telah menyampaikan Surat No. 328/PL0010/2022-S0 tanggal 22 November 2022 perihal Permohonan Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricant, kepada Pemegang Saham. Pertamina Lubricants has submitted Letter No. 328/PL0010/2022-S0 dated November 22, 2022 regarding Request for Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Shareholders.
4	Pemegang saham harus memberikan pengesahan RKAP secara tepat waktu yaitu pada akhir tahun sebelum tahun anggaran berjalan. Shareholders must approve the RKAP in a timely manner, i.e. at the end of the year before the current fiscal year.	v	2022	- Pertamina Lubricants telah menyampaikan Surat No. 328/PL0010/2022-S0 tanggal 22 November 2022 perihal Permohonan Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Pemegang Saham - Persetujuan RKAP Tahun 2021 telah dilakukan oleh Pemegang Saham berdasarkan: - Akta No. 22 tanggal 21 Februari 2022, dibuat dihadapan Lenny Janis Ishak, S.H., Notaris Jakarta Selatan; - Akta No. 32 tanggal 22 Maret 2022, dibuat dihadapan Lenny Janis Ishak, S.H., Notaris Jakarta Selatan. 1) Pertamina Lubricants has submitted Letter No. 328/PL0010/2022-S0 dated November 22, 2022 regarding Request for Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Shareholders. 2) Approval of the 2021 RKAP has been made by the Shareholders based on: - Deed No. 22 dated February 21, 2022, made before Lenny Janis Ishak, S.H., Notary of South Jakarta; - Deed No. 32 dated March 22, 2022, made before Lenny Janis Ishak, S.H., Notary of South Jakarta.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
5	Pemegang saham harus melakukan penilaian kinerja Dewan Komisaris melalui KPI atau kontrak kinerja Dewan Komisaris. Shareholders should assess the Board of Commissioners' performance through KPIs or Board of Commissioners' performance contract.	v	2022	Pertamina Lubricants telah menyampaikan Surat No. 328/PL0010/2022-S0 tanggal 22 November 2022 perihal Permohonan Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Pemegang Saham. Pertamina Lubricants has submitted Letter No. 328/PL0010/2022-S0 dated November 22, 2022 regarding Request for Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the Shareholders.
III Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board				
1	Dewan Komisaris perlu melaksanakan dan mendokumentasikan dengan baik hasil program pelatihan melalui laporan tertulis atau presentasi. Board of Commissioners should conduct and properly document the training program results through written reports or presentations.	v	2022	1) Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris. 2) Dewan Komisaris telah membuat Daftar Program Pelatihan yang Diikuti Dewan Komisaris Tahun 2022 Pertamina Lubricants, yang telah ditandatangani oleh Dewan Komisaris. 1) Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the Board of Commissioners. 2) Board of Commissioners has made a List of Training Programs Attended by Pertamina Lubricants' Board of Commissioners in 2022, which has been signed by the Board of Commissioners.
2	- Rencana Kerja Dewan Komisaris perlu disampaikan secara tertulis kepada Pemegang saham untuk disahkan. - Rencana Kerja Dewan Komisaris perlu menjadi bagian tersendiri dalam RKAP Perusahaan. - The Board of Commissioners Work Plan needs to be submitted in writing to the shareholders for ratification. - The Board of Commissioners Work Plan needs to be a separate part of the Company's RKAP.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris. Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the Board of Commissioners.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
3	Penyediaan informasi kepada Dewan Komisaris perlu memperhatikan terkait ketepatan waktu penyampaian laporan, kecermatan serta akurasi data dan laporan. Provision of information to Board of Commissioners needs to pay attention to the timeliness of report submission, precision and accuracy of data and reports.	v	2022	1) Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris. 2) Direksi Pertamina Lubricants secara rutin menyusun Laporan Manajemen untuk setiap bulannya di tahun 2022, yang ditujukan dan dipaparkan kepada Dewan Komisaris. 1) Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Board of Commissioners. 2) Pertamina Lubricants' Board of Directors routinely compiled monthly Management Report in 2022, which was submitted and presented to the Board of Commissioners.
4	Dewan Komisaris perlu melakukan pengawasan dan pemberian nasihat mengenai sistem pengendalian internal paling tidak mencakup: (1) kebijakan/rancangan dan pelaksanaan sistem pengendalian intern; (2) hasil evaluasi atas efektivitas pengendalian intern pada tingkat entitas; (3) hasil evaluasi atas efektivitas pengendalian intern pada tingkat operasional/ aktivitas; (4) <i>internal control report</i>. Board of Commissioners needs to supervise and provide advice on the internal control system, at least including: (1) policy/design and implementation of internal control system; (2) evaluation results on the effectiveness of internal control at entity level; (3) evaluation results on the effectiveness of internal control at operational/ activity level; (4) internal control report.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris. Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Board of Commissioners.
5	Dewan Komisaris perlu secara efektif mengawasi dan memantau kepatuhan Direksi dalam menjalankan peraturan perundangan yang berlaku sehingga tidak terjadi pelanggaran. Board of Commissioners should effectively supervise and monitor the Board of Directors' compliance with prevailing laws and regulations to avoid violations.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris. Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Board of Commissioners.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
6	Ketua Dewan Komisaris perlu ikut menandatangani laporan manajemen triwulan I s.d III. President Commissioner should sign the management report for first to third quarter.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance (GCG) Assessment 2022</i> Pertamina Lubricants, kepada Dewan Komisaris. Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Board of Commissioners.
7	Dewan Komisaris perlu ikut melaksanakan pemeriksaan terhadap calon Direksi baru untuk disampaikan kepada Pemegang Saham Board of Commissioners needs to participate in the vetting of new candidates for Board of Directors to be submitted to the Shareholders.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance (GCG) Assessment 2022</i> Pertamina Lubricants, kepada Dewan Komisaris. Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Board of Commissioners.
8	Dewan Komisaris perlu mencantumkan dalam Laporan Tugas pengawasan mengenai hasil penilaian kinerja Direksi secara kolegal dan individu. Board of Commissioners should include in the Supervisory Duties Report, the performance assessment results of Board of Directors collegially and individually.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance (GCG) Assessment 2022</i> Pertamina Lubricants, kepada Dewan Komisaris. Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the Board of Commissioners.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
9	Seluruh Dewan Komisaris harus menandatangani pernyataan tidak memiliki benturan kepentingan dan/atau pakta integritas. All Board of Commissioners must sign a statement of no conflict of interest and/or an integrity pact.	v	2022	1) Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris 2) Seluruh Dewan Komisaris telah menandatangani Pernyataan Konflik Kepentingan dan Pakta Integritas. 1) Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the Board of Commissioners. 2) All Board of Commissioners have signed the Conflict of Interest Statement and Integrity Pact.
10	Perlu dilakukan tindak lanjut rekomendasi penilaian GCG tahun sebelumnya secara menyeluruh. It is necessary to follow up on the recommendations of the previous year's GCG assessment thoroughly.	v	2022	Tindak lanjut rekomendasi penilaian GCG tahun sebelumnya telah disampaikan baik secara internal maupun eksternal melalui: • Surat No. 328/PL0010/2022-S0 tanggal 22 November 2022 perihal Permohonan Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants; • Surat No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants; • Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants. The follow-up of the previous year's GCG assessment recommendations has been submitted both internally and externally through: • Letter No. 328/PL0010/2022-S0 dated November 22, 2022 regarding Request for Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants; • Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants; • Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
11	Dewan Komisaris atau Komite Dewan Komisaris harus mengevaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dan dituangkan dalam risalah rapat Dewan Komisaris serta dilaporkan kepada Pemegang Saham. Board of Commissioners or Board of Commissioners Committee must evaluate the performance achievement of each member of Board of Commissioners and set forth in the Board of Commissioners meeting minutes and reported to the Shareholders.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris. Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the Board of Commissioners.
12	Dewan Komisaris harus membuat surat kuasa yang dibuat oleh anggota Dewan Komisaris yang berhalangan hadir di dalam rapat Dewan Komisaris serta penjelasan ketidakhadiran dalam rapat tersebut. Board of Commissioners must make a power of attorney made by member of Board of Commissioners who is unable to attend the meeting of Board of Commissioners and explanation of absence in the meeting.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the Board of Commissioners.
13	Bahan Materi rapat harus didistribusikan maksimal H-3 sebelum rapat dilaksanakan dan risalah rapat harus diberikan salinannya kepada seluruh anggota Dewan Komisaris. Meeting materials must be distributed a maximum of H-3 before the meeting is held and the minutes of meeting must be given a copy to all members of Board of Commissioners.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris. Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the Board of Commissioners.
14	Program Kerja Komite Dewan Komisaris perlu dibuat dan sudah ditetapkan pada awal tahun berjalan. The Board of Commissioners Committee Work Program needs to be made and set at the beginning of the current year.	v	2022	Pertamina Lubricants telah menyampaikan Surat Direktur Utama No. 201/PL0000/2022-S0 tanggal 17 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada Dewan Komisaris. Pertamina Lubricants has submitted President Director Letter No. 201/PL0000/2022-S0 dated November 17, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the Board of Commissioners.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
IV Direksi Board of Directors				
1	Perusahaan wajib memperhatikan ketepatan waktu pengesahan Rancangan RJPP oleh RUPS dan perlu dibuat dokumentasi terkait sosialisasi RJPP yang telah disahkan kepada karyawan. The Company must pay attention to the timeliness of RJPP Draft ratification by the GMS and documentation needs to be made regarding the socialization of ratified RJPP to employees.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.
2	Direksi perlu menyampaikan rancangan RKAP kepada RUPS dan/atau Dewan Komisaris secara tepat waktu dan melakukan sosialisasi RKAP kepada seluruh karyawan perusahaan Board of Directors needs to submit the RKAP draft to GMS and/or Board of Commissioners in a timely manner and socialize the RKAP to all Company employees.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.
3	Perusahaan memperhatikan ketentuan dan kebijakan perusahaan agar tidak terjadi temuan-temuan audit, baik oleh auditor eksternal dan auditor internal mengenai pengadaan yang dapat merugikan Perusahaan. The Company pays attention to the provisions and policies so that there are no audit findings, both by external auditors and internal auditors regarding procurement that can harm the Company.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.
4	Perusahaan perlu melakukan pengukuran tingkat kepuasan pemasok untuk melihat tingkat kepuasan pemasok terhadap fairness dan transparansi pelaksanaan sistem dan prosedur pengadaan di Perusahaan. The Company needs to measure the level of supplier satisfaction to acknowledge the level of supplier satisfaction with the fairness and transparency of procurement systems and procedures in the Company.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
5	Perusahaan wajib menindaklanjuti hasil survey untuk dapat meningkatkan capaian hasil survey kepuasan Karyawan pada periode selanjutnya. The Company must follow up on the survey results to be able to improve the achievement of Employee satisfaction survey results in the next period.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.
6	Perusahaan memperhatikan kecukupan Jumlah tenaga auditor sesuai dengan kebutuhan Perusahaan yang dihasilkan dari analisis beban kerja yang dilakukan oleh SPI dan/atau divisi SDM. The Company pays attention to the adequacy of auditor personnel in accordance with the needs of the Company resulting from the workload analysis conducted by SPI and/or HC division.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.
7	Perusahaan memutakhirkan <i>website</i> secara berkala dan Sekretaris Perusahaan perlu meningkatkan fungsi dan tugas Sekretaris Perusahaan terkait Koordinasi dan komunikasi dengan <i>stakeholder</i> untuk keperluan <i>unlock value</i> dan <i>IPO readiness</i>. The Company updates the website regularly and Corporate Secretary needs to improve the Corporate Secretary's functions and duties related to coordination and communication with stakeholders for the purposes of unlocking value and IPO readiness.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.
8	Perlu diperhatikan ketepatan waktu pelaksanaan RUPS untuk pengesahan RKAP. It is necessary to pay attention to the timeliness of holding the GMS on RKAP ratification.	v	2022	Pengesahan RKAP Tahun 2022 telah dilakukan berdasarkan Akta No. 21 tanggal 17 November 2022, dibuat dihadapan Lenny Janis Ishak, S.H., Notaris di Jakarta Selatan. The 2022 RKAP ratification has been carried out based on Deed No. 21 dated November 17, 2022, made before Lenny Janis Ishak, S.H., Notary in South Jakarta.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
v	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency			
1	Perusahaan wajib mempublikasikan Laporan Manajemen pada website Perusahaan. The Company shall publish the Management Report on the Company's website.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.
2	Perusahaan wajib membuat kebijakan tentang pengelolaan dan pemutakhiran <i>website</i> dan melaksanakan Pengelolaan <i>website</i> sesuai dengan kebijakan yang ditetapkan secara konsisten. The Company shall make a policy on website management and updating and implement website management in accordance with the established policy consistently.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.
3	Perusahaan wajib mempublikasikan kebijakan dan informasi penting Perusahaan serta laporan manajemen secara berkala. The Company shall publish the Company's policies and important information as well as management reports on a regular basis.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.
4	Perusahaan Wajib mengupdate informasi yang wajib disampaikan, ke dalam website. The Company shall update the information that must be submitted, to the website.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) Assessment 2022 of Pertamina Lubricants, to the relevant PIC.

No.	Rekomendasi <i>Assessment</i> Penerapan GCG Tahun Buku 2021 GCG Assessment Recommendations for 2021 Fiscal Year	Tindak Lanjut Hingga Akhir Tahun Tahun 2022 Follow-up Until End of Year 2022		
		Status	Periode Tindak Lanjut Follow- up Period	Bentuk Tindak Lanjut Form of Follow-up
5	Laporan Tahunan sepenuhnya disajikan dalam Bahasa Indonesia dan Bahasa Inggris secara berdampingan. The Annual Report is fully presented in Bahasa Indonesia and English side by side.	v	2022	1) Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. 2) Laporan Tahun 2021 yang disusun pada tahun 2022 telah disajikan dalam bentuk Bahasa Indonesia dan Bahasa Inggris. 1) Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the relevant PIC. 2) The 2021 Report prepared in 2022 has been presented in both Bahasa Indonesia and English.
6	Perusahaan wajib menyajikan informasi keuangan (laporan posisi keuangan, laporan laba rugi komprehensif, rasio-rasio keuangan secara umum dan yang relevan dengan industri perusahaan) dalam bentuk perbandingan selama 5 (lima) tahun buku. The Company shall present financial information (statement of financial position, statement of comprehensive income, financial ratio in general and those relevant to the Company's industry) in comparative form for 5 (five) fiscal years.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the relevant PIC.
7	Perusahaan dapat berpartisipasi dan memperoleh penghargaan <i>Sustainability Reporting Award</i> dan sejenisnya The Company may participate in and obtain the Sustainability Reporting Award and the like.	v	2022	Corporate Secretary telah mengirimkan Memorandum No. 319/PL0010/2022-S0 tanggal 15 November 2022 perihal Pemenuhan Dokumen <i>Area of Improvement Good Corporate Governance</i> (GCG) <i>Assessment</i> 2022 Pertamina Lubricants, kepada PIC terkait. Corporate Secretary has sent Memorandum No. 319/PL0010/2022-S0 dated November 15, 2022 regarding Document Fulfillment of Area of Improvement of Good Corporate Governance (GCG) <i>Assessment</i> 2022 of Pertamina Lubricants, to the relevant PIC.
VI	Aspek Lainnya Other Aspects			
-	-	-	-	-

v = telah ditindaklanjuti | x = belum ditindaklanjuti
v = followed up | x = not followed up yet

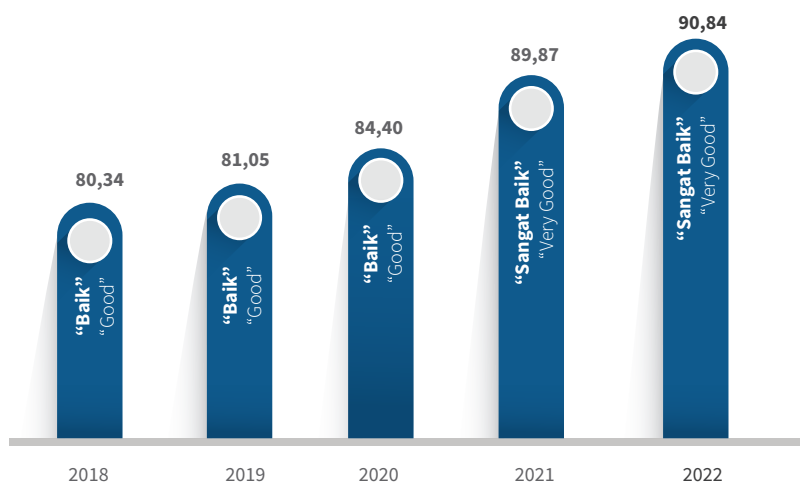
Sejak dilakukan penilaian penerapan GCG pertama kali pada tahun 2015, tercatat hasil atau skor *assessment* GCG menunjukkan peningkatan. Hal ini mencerminkan komitmen Perusahaan untuk menerapkan prinsip-prinsip GCG sesuai rekomendasi yang muncul. *Assessment* juga dikaitkan dengan ketentuan yang berlaku dan praktik-praktik terbaik (*best practice*) dalam penerapan GCG, sehingga area-area yang memerlukan perbaikan/penyempurnaan dapat diidentifikasi. Hasil *assessment* menjadi masukan yang sangat penting bagi Perusahaan dalam pengambilan keputusan di masa yang akan datang.

Berikut disampaikan hasil *assessment* penerapan GCG Perusahaan selama 5 (lima) tahun terakhir.

Since the first GCG assessment conducted in 2015, the GCG assessment results or scores have shown an increase. This reflects the Company's commitment to implementing GCG principles in accordance with the recommendations. The assessment is also linked to applicable regulations and best practices in GCG implementation, so that areas that require improvement can be identified. The assessment results are very important input for the Company in making decisions in the future.

The following are the Company's GCG assessment results for the last 5 (five) years.

Pencapaian Hasil *Assessment* Penerapan GCG Pertamina Lubricants 2018-2022
Achievement of Pertamina Lubricants GCG Assessment Results in 2018-2022



PENERAPAN DAN PENGUATAN TATA KELOLA PERUSAHAAN DI TAHUN 2022

Perusahaan berupaya mengembangkan penerapan GCG di tahun 2022 dengan:

1. Pedoman Tata Kelola Perusahaan No. A-008/PL0010/2018-S9 R0.
2. Pedoman Perilaku No. A-007/PL0010/2018-S0 R0.
3. Pedoman Gratifikasi No. A-009/PL0010/2022-S9 R0.
4. Pedoman Unit Pengendalian Gratifikasi No. A-004/PL0010/2018-S9 R0.
5. Pedoman Pengelolaan Kewajiban Penyampaian LHKPN No. A-014/PL0010/2022-S9 R0.
6. Pedoman Pengelolaan Anak Perusahaan No. A-006/PL0010/2018-S9 R0.
7. Pedoman Kebijakan Pengelolaan Pengaduan Pelanggaran (*Whistle-Blowing System*) No. A-011/PL0010/2018-S9 R0.
8. Pedoman Piagam Komite Audit No. A-010/PL0010/2018-S9 R0.

IMPLEMENTATION AND STRENGTHENING OF CORPORATE GOVERNANCE IN 2022

The Company strives to develop GCG implementation in 2022 by:

1. Corporate Governance Guidelines No. A-008/PL0010/2018-S9 R0.
2. Code of Conduct No. A-007/PL0010/2018-S0 R0.
3. Gratification Guidelines No. A-009/PL0010/2022-S9 R0.
4. Gratification Control Unit Guidelines No. A-004/PL0010/2018-S9 R0.
5. Guidelines for the Management of Obligations to Submit LHKPN No. A-014/PL0010/2022-S9 R0.
6. Subsidiary Management Guidelines No. A-006/PL0010/2018-S9 R0.
7. Guidelines for Whistle-Blowing System Management Policy No. A-011/PL0010/2018-S9 R0.
8. Audit Committee Charter No. A-010/PL0010/2018-S9 R0.

9. Pedoman Piagam Komite Investasi dan Operasi No. A-013/PL0010/2018-S9 R0.
10. Pedoman Sistem Manajemen Anti Penyuapan (SMAP) No. A-101/PL0010/2021-S9 R0.
11. Sosialisasi terkait penerapan *Good Corporate Governance* (GCG) kepada seluruh pekerja, yang dilakukan baik secara daring maupun luring.
12. Penandatanganan Kebijakan *New Pertamina Lubricants Clean* oleh seluruh Direksi dan Dewan Komisaris.
13. Penandatanganan Lembar Komitmen Direksi dan Dewan Komisaris.
14. Penandatanganan Pakta Integritas oleh seluruh Direksi dan Dewan Komisaris.
15. Penandatanganan Pedoman Perilaku oleh seluruh Direksi dan Dewan Komisaris.
16. Penandatanganan Pernyataan Kepemilikan Saham oleh seluruh Direksi dan Dewan Komisaris.
17. Penandatanganan Pernyataan Konflik Kepentingan oleh seluruh Direksi dan Dewan Komisaris.
18. Secara rutin menyampaikan *broadcast* berkaitan dengan penerapan *Good Corporate Governance* (GCG) kepada seluruh pekerja melalui *email*.
19. Secara rutin menyampaikan *reminder* pelaporan gratifikasi setiap bulannya, dan pengisian *Conflict of Interest*, *Code of Conduct*, Sosialisasi *Good Corporate Governance* (GCG), dan pengisian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN).

9. Investment and Operations Committee Charter No. A-013/PL0010/2018-S9 R0.
10. Anti-Bribery Management System (ABMS) Charter No. A-101/PL0010/2021-S9 R0.
11. Socialization related to the implementation of Good Corporate Governance (GCG) to all employees, which is carried out both online and offline.
12. Signing of New Pertamina Lubricants Clean Policy by all Board of Directors and Board of Commissioners.
13. Signing of Commitment Sheet of Board of Directors and Board of Commissioners.
14. Signing of Integrity Pact by all Board of Directors and Board of Commissioners.
15. Signing of Code of Conduct by all Board of Directors and Board of Commissioners.
16. Signing of Share Ownership Statement by all Board of Directors and Board of Commissioners.
17. Signing of Conflict of Interest Statement by all Board of Directors and Board of Commissioners.
18. Regularly delivering broadcasts related to the implementation of Good Corporate Governance (GCG) to all employees via email.
19. Routinely delivering reminders of gratification reporting every month, and filling out Conflict of Interest, Code of Conduct, Good Corporate Governance (GCG) Dissemination, and filling out the State Officials' Wealth Report (LHKPN).

STRUKTUR TATA KELOLA PERUSAHAAN

Corporate Governance Structure



PEMEGANG SAHAM DAN RAPAT UMUM PEMEGANG SAHAM (RUPS)

Berdasarkan UU Perseroan Terbatas, Anggaran Dasar Perusahaan, dan Rapat Umum Pemegang Saham (RUPS) memiliki kedudukan tertinggi dalam struktur tata kelola perusahaan dan memiliki wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan. Pemegang Saham melakukan pengambilan keputusan yang penting terkait dengan pengelolaan Perusahaan, baik untuk kepentingan jangka pendek dan jangka panjang dalam RUPS, sesuai ketentuan peraturan perundang-undangan yang berlaku.

RUPS merupakan forum bagi Dewan Komisaris dan Direksi dalam melaporkan dan bertanggung jawab terhadap pelaksanaan tugas serta kinerjanya kepada Pemegang Saham. RUPS berwenang mengambil seluruh keputusan yang berkaitan dengan kepentingan usaha Perusahaan dan anak perusahaan dan memiliki kekuatan hukum yang sah serta mengikat dalam mengambil keputusan.

Pemegang Saham Utama dan Pengendali

Pertamina Lubricants tergabung dalam *Holding* BUMN Migas, di mana PT Pertamina (Persero) bertindak selaku *holding* sekaligus menjadi pemegang saham pengendali Perusahaan. Saham PT Pertamina (Persero) seluruhnya dimiliki oleh Pemerintah Republik Indonesia, dengan demikian Pemerintah Republik Indonesia bertindak sebagai entitas pemilik akhir Perusahaan.

SHAREHOLDERS AND GENERAL MEETING OF SHAREHOLDERS (GMS)

Based on the Limited Liability Company Law and the Company's Articles of Association, General Meeting of Shareholders (GMS) has the highest position in the corporate governance structure and has authority that is not granted to Board of Directors or Board of Commissioners within the specified limits. Shareholders make important decisions related to the management of the Company, both for short-term and long-term interests in the GMS, in accordance with applicable laws and regulations.

GMS is a forum for Board of Commissioners and Board of Directors to report and be accountable for the implementation of their duties and performance to the Shareholders. GMS is authorized to make all decisions relating to the business interests of the Company and its subsidiaries and has legal and binding force in making decisions.

Major and Controlling Shareholders

Pertamina Lubricants is a member of SOE Oil and Gas Holding, in which PT Pertamina (Persero) acts as the holding as well as the Company's controlling shareholder. The shares of PT Pertamina (Persero) are wholly owned by the Government of the Republic of Indonesia, thus the Government of the Republic of Indonesia acts as the ultimate owner entity of the Company.

Pemegang saham utama Perusahaan adalah PT Pertamina Patra Niaga yang juga bertindak selaku *Subholding Commercial & Trading*.

The Company's major shareholder is PT Pertamina Patra Niaga, which also acts as the Commercial & Trading Subholding.

Jenis-jenis RUPS

Sesuai dengan Anggaran Dasar Perusahaan yang mengacu kepada UU Perseroan Terbatas, RUPS terdiri atas RUPS Tahunan, dan RUPS Lainnya atau RUPS Luar Biasa.

Types of GMS

In accordance with the Company's Articles of Association which refers to the Limited Liability Company Law, GMS consists of Annual GMS and Other or Extraordinary GMS.

01

RUPS tentang Laporan Tahunan dan Perhitungan Tahunan, selambat-lambatnya dalam enam bulan setelah tahun buku berakhir.

GMS on Annual Report and Annual Accounts, held no later than six months after the fiscal year ends.

RUPS Tahunan
Annual GMS

02

Dapat diselenggarakan sewaktu-waktu apabila diperlukan oleh Pemegang Saham atau atas usulan Komisaris dan/atau Direksi | Can be held at any time if required by the Shareholders or at the proposal of Board of Commissioners and/ or Board of Directors.

RUPS Lainnya/
Luar Biasa
Other/Extraordinary GMS

Selain itu Pemegang Saham juga dapat menyelenggarakan pengambilan Keputusan Sirkuler (RUPS Sirkuler), yakni pengambilan keputusan di luar RUPS (tanpa kehadiran fisik). Ketentuan tentang Keputusan Sirkuler diatur dalam UU Perseroan Terbatas, di mana pada Pasal 91 diatur bahwa Pemegang Saham dapat mengambil keputusan yang mengikat di luar RUPS dan memiliki kekuatan hukum yang sama dengan Keputusan RUPS yang dilakukan secara fisik, dengan syarat seluruh Pemegang Saham dengan hak suara memberikan persetujuan tertulis atas usul RUPS yang akan diputuskan.

In addition, Shareholders can also organize Circular Resolution (Circular GMS), namely decision making outside the GMS (without physical presence). Provisions regarding Circular Resolutions are regulated in the Limited Liability Company Law, where Article 91 stipulates that Shareholders can make binding decisions outside the GMS and have the same legal force as GMS Resolutions conducted physically, provided that all Shareholders with voting rights provide written approval for the GMS proposal to be decided.

Hak dan Tanggung Jawab Pemegang Saham

Hak pemegang saham antara lain:

- Menghadiri dan memberikan suara dalam RUPS dengan ketentuan satu saham memberi hak kepada pemegangnya untuk mengeluarkan satu suara.
- Memperoleh informasi material (termasuk hak bertanya) baik dari Dewan Komisaris maupun Direksi mengenai Perusahaan secara tepat waktu, terukur, lengkap dan teratur.
- Menerima pembagian keuntungan dari perusahaan yang diperuntukkan bagi pemegang saham dalam bentuk dividen.
- Menyelenggarakan RUPS dalam hal Direksi dan/ atau Dewan Komisaris lalai menyelenggarakan RUPS Tahunan sesuai ketentuan yang berlaku dan sewaktu-waktu meminta penyelenggaraan RUPS Luar Biasa bila dipandang perlu.
- Hak-hak lainnya yang diatur dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

Tanggung jawab pemegang saham antara lain:

- Pemegang saham melaksanakan GCG sesuai dengan wewenang dan tanggung jawabnya.
- Setiap pemegang saham harus tunduk pada Anggaran Dasar dan semua keputusan yang diambil dengan sah dalam RUPS, serta peraturan perundang-undangan yang berlaku.

Shareholder Rights and Responsibilities

Shareholder rights include:

- Attend and vote at the GMS provided that one share entitles the holder to cast one vote.
- Obtain material information (including the right to ask questions) from both the Board of Commissioners and Board of Directors regarding the Company in a timely, measurable, complete and regular manner.
- Receive profit sharing from the Company which is in the form of dividends for shareholders.
- Convene a GMS in the event that the Board of Directors and/ or Board of Commissioners fail to convene the Annual GMS in accordance with applicable regulations and at occasion request an Extraordinary GMS if deemed necessary.
- Other rights set out in the Articles of Association and applicable laws and regulations.

Shareholder Responsibilities include:

- Shareholders implement GCG according to their respective authority and responsibility.
- Each shareholder must comply with the Articles of Association and all resolutions taken legally at the GMS, as well as the applicable laws and regulations.

- Pemegang saham mayoritas mempunyai tanggung jawab serupa, yakni dilarang menyalahgunakan hak mereka menurut peraturan perundang-undangan yang berlaku.
- Pemegang saham tidak diperkenankan mencampuri kegiatan operasional Perusahaan yang menjadi tanggung jawab Direksi sesuai dengan Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku.
- Pemegang saham memiliki tanggung jawab untuk mendorong pelaksanaan prinsip GCG dalam proses pengelolaan Perusahaan.
- Tanggung jawab lainnya yang diatur dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

Ketentuan Penyelenggaraan RUPS

Pemanggilan untuk RUPS Tahunan disampaikan kepada Pemegang Saham paling lambat 14 (empat belas) hari kalender sebelum acara RUPS dilaksanakan. Pemanggilan RUPS tidak diperlukan jika semua Pemegang Saham menyetujui agenda rapat dan keputusan disetujui dengan suara bulat.

Surat atau media pemanggilan harus mencakup informasi yaitu:

- Agenda RUPS: Materi, usulan dan penjelasan lain berkaitan dengan agenda RUPS;
- Waktu Pelaksanaan: Hari, tanggal dan jam pelaksanaan; dan
- Tempat pelaksanaan: Tempat kedudukan Perusahaan atau tempat-tempat Perusahaan melakukan kegiatan usahanya dan harus terletak di wilayah Negara Kesatuan Republik Indonesia (NKRI).

RUPS dapat dilangsungkan apabila kuorum kehadiran telah terpenuhi sebagaimana diisyaratkan dalam peraturan yang berlaku.

Keputusan RUPS dan Pihak Independen Pelaksana Penghitungan Suara

Ketentuan kuorum terkait kehadiran dalam RUPS Tahunan diatur dalam Anggaran Dasar Perusahaan. Pengambilan keputusan dalam RUPS dilaksanakan berdasarkan musyawarah untuk mufakat, sesuai peraturan yang berlaku melalui prosedur yang transparan dan adil. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, keputusan diambil berdasarkan suara terbanyak yang berlaku dengan mensyaratkan jumlah suara setuju yang lebih besar. Perseroan tidak menunjuk pihak independen sebagai pelaksana penghitungan suara pada RUPS.

Pemegang Saham dapat juga mengambil keputusan yang sah tanpa mengadakan RUPS secara fisik, dengan ketentuan semua Pemegang Saham telah diberitahu secara tertulis dan semua Pemegang Saham memberikan persetujuan mengenai usul yang diajukan.

Hasil RUPS didokumentasikan oleh Sekretaris Perusahaan dan Notaris membuat Risalah RUPS dalam setiap kali penyelenggaraan RUPS. Penandatanganan Risalah RUPS tidak diperlukan apabila risalah tersebut dibuat dengan Berita Acara Notaris. Risalah RUPS harus didokumentasikan dan disimpan oleh Sekretaris Perusahaan.

- Majority shareholders have a similar responsibility, that they are prohibited from abusing their rights according to the applicable laws and regulations.
- Shareholders are not allowed to interfere with the Company's operational activities which are the responsibility of Board of Directors in accordance with the Company's Articles of Association and the applicable laws and regulations.
- Shareholders have the responsibility to encourage the implementation of GCG principles in the Company's management process.
- Other responsibilities set out in the Articles of Association and the applicable laws and regulations.

Provisions for Convening the GMS

The Annual GMS summons shall be delivered to the Shareholders no later than 14 days before the meeting is held. GMS summons are not required if all Shareholders agree on the meeting agenda and the resolutions are unanimously approved.

The summons letter or media must include the following information:

- GMS Agenda: materials, proposals and other explanations related to the GMS agenda;
- Time: day, date and time of implementation; and
- Place: The domicile of the Company or the place where the Company conducts its business activities and must be located within the territory of the Unitary State of the Republic of Indonesia (NKRI).

The GMS may be held if the quorum of attendance has been met as required in the applicable regulations.

GMS Resolutions and Independent Party for Vote Counting

The quorum provisions regarding attendance at the Annual GMS are regulated in the Company's Articles of Association. Decision making in the GMS is carried out based on deliberation for consensus, in accordance with applicable regulations through transparent and fair procedures. If a resolution based on deliberation for consensus is not reached, the decision is taken based on the majority vote with a larger number of agreed votes. The Company does not appoint an independent party to implement vote counting at the GMS.

Shareholders may also take legal decisions without holding a physical GMS, provided that all Shareholders have been notified in writing and all Shareholders have given their approval of the proposal.

The GMS resolutions are documented by the Corporate Secretary and the Notary prepares the GMS Minutes in each GMS. The signing of GMS Minutes is not required if the minutes are made with the Notary's Minutes. The GMS Minutes must be documented and kept by the Corporate Secretary

Penyelenggaraan RUPS dan Keputusan Pemegang Saham di Sepanjang Tahun 2022

Di sepanjang tahun 2022, Perusahaan menyelenggarakan 1 (satu) kali RUPS yang dilaksanakan secara *online* dengan rincian sebagai berikut:

GMS and Shareholders' Resolutions throughout 2022

Throughout 2022, the Company held 1 (one) GMS which was held online with the following details:

Hasil Keputusan Resolutions	Tindak Lanjut Manajemen Management Follow-up
RUPS Tahunan Tahun Buku 2021 tanggal 16 Agustus 2022 Annual GMS for 2021 Fiscal Year on August 16, 2022	
RUPS menyetujui Laporan Tahunan Tahun Buku 2021 serta mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2021.	Keputusan telah dilembagakan melalui Akta No. 11 tanggal 20 September 2022 yang dibuat di hadapan Lenny Janis Ishak SH, notaris di Jakarta Selatan. Laporan Tahunan Tahun Buku 2021 telah dipublikasikan pada tanggal 16 Agustus 2022, sedangkan Laporan Keuangan teraudit untuk tahun buku yang berakhir pada tanggal 31 Desember 2021 telah dipublikasikan pada tanggal 16 Agustus 2022.
The GMS approved the Annual Report for 2021 Fiscal Year and ratified the Company's Financial Statements for 2021 Fiscal Year.	The resolution has been institutionalized through Deed No. 11 dated September 20, 2022 made before Lenny Janis Ishak SH, a notary in South Jakarta. The Annual Report for 2021 Fiscal Year has been published on August 16, 2022, while the audited Financial Statements for the fiscal year ended December 31, 2021 has been published on August 16, 2022.
RUPS menetapkan penggunaan Laba Bersih Perseroan Tahun Buku 2021 sebesar Rp1.860.898.125.000 dengan rincian sebesar 95% dari Laba bersih sebagai Dividen kepada Pemegang Saham Perseroan dan sebesar sisa 5% dari Laba bersih sebagai Cadangan Umum.	Menindaklanjuti keputusan tersebut, Perusahaan telah membayarkan dividen hasil usaha tahun buku 2021 sebesar Rp1.767.853.218.750 pada tanggal 18 Agustus 2022.
The GMS determined the use of the Company's net profit for 2021 fiscal year amounting to Rp1,860,898,125,000 with details of 95% of net profit as dividends to the Company's shareholders and the remaining 5% of net profit as general reserves.	Following up on this resolution, the Company has paid dividends for 2021 fiscal year amounting to Rp1,767,853,218,750 on August 18, 2022.
RUPS memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2022 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perseroan dikonsultasikan/dikoordinasikan dengan PT Pertamina Patra Niaga sebagai Pemegang Saham.	Dewan Komisaris Perusahaan telah menunjuk KAP Purwantono, Sungkoro & Surja untuk melakukan audit umum atas Laporan Keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2022.
The GMS granted power and delegates authority to the Board of Commissioners to determine the Public Accounting Firm (KAP) to audit the Company's Financial Statements for fiscal year ending December 31, 2022 along with the amount of service fees, in accordance with applicable rules and regulations, provided that the KAP appointed by the Company is consulted/coordinated with PT Pertamina Patra Niaga as the Shareholder.	The Company's Board of Commissioners has appointed KAP Purwantono, Sungkoro & Surja to conduct a general audit of the Company's Financial Statements for fiscal year ending December 31, 2022.

Hasil Keputusan Resolutions	Tindak Lanjut Manajemen Management Follow-up
RUPS Tahunan Tahun Buku 2021 tanggal 16 Agustus 2022 Annual GMS for 2021 Fiscal Year on August 16, 2022	
RUPS menetapkan usulan penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Perusahaan Tahun Buku 2021 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Pemegang saham telah mengeluarkan surat keputusan pemegang saham secara sirkuler tanggal 05 Desember 2022 tentang Penetapan Penghargaan atas Kinerja Tahunan (Tantiem) Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021. Perusahaan telah membayarkan seluruh tantiem sesuai dengan keputusan pemegang saham.
The GMS stipulated proposal for performance awards (Tantiem) to the Company's Board of Directors and Board of Commissioners for 2021 Fiscal Year, shall be determined later and shall be carried out in a separate GMS circularly.	The Shareholders have issued a circular shareholder resolution dated December 05, 2022 regarding the Determination of Annual Performance Award (Tantiem) to the Company's Board of Directors and Board of Commissioners for 2021 Fiscal Year. The Company has paid all tantiem in accordance with the shareholders' resolution.
Penetapan remunerasi Direksi dan Dewan Komisaris Tahun Buku 2022 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS tersendiri secara sirkuler.	Pemegang saham telah mengeluarkan surat keputusan pemegang saham secara sirkuler tanggal 22 Februari 2023 tentang Penetapan Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2022. Perusahaan telah membayarkan seluruh Remunerasi sesuai dengan keputusan pemegang saham.
The Board of Directors and Board of Commissioners remuneration for 2022 Fiscal Year will be determined later and will be carried out in a separate GMS circularly.	The shareholders have issued a circular shareholder resolution dated February 22, 2023 regarding the Determination of Remuneration of the Company's Board of Directors and Board of Commissioners for 2022 Fiscal Year. The Company has paid all Remuneration in accordance with the shareholders' resolution.

Selain itu, pemegang saham juga mengeluarkan beberapa keputusan sirkuler yaitu:

In addition, the shareholders also issued several circular resolutions:

Hasil Keputusan Resolutions	Tindak Lanjut Manajemen Management Follow-up
Keputusan Sirkuler tanggal 28 September 2022 Circular Resolution dated September 28, 2022	
Penegasan Berakhirnya Masa Jabatan Sdr. Ageng Giriyono sebagai Direktur Utama.	Telah didokumentasikan melalui Akta No. 23 tanggal 21 Februari 2022.
Confirmation of the End of Ageng Giriyono's Term of Office as President Director.	Documented through Deed No. 23 dated February 21, 2022.
Keputusan Sirkuler tanggal 4 April 2022 Circular Resolution dated April 4, 2022	
Pengalihan Tugas dan Pengangkatan Direksi: • Sdr. Werry Prayogi • Sdr. Sigit Pranowo	Telah didokumentasikan melalui Akta No. 22 Tanggal 12 April 2022.
Assignment and Appointment of Board of Directors: • Werry Prayogi • Sigit Pranowo	Documented through Deed No. 22 dated April 12, 2022.
Keputusan Sirkuler tanggal 14 April 2022 Circular Resolution dated April 14, 2022	
Perubahan Maksud dan Tujuan Serta Kegiatan Usaha Perseroan dalam Anggaran Dasar untuk Penyesuaian dengan KBLI 2020 dan Perubahan Alamat Perkantoran.	Telah didokumentasikan melalui Akta No. 04 tanggal 11 Mei 2022.
Amendment to the Purposes and Objectives as well as Business Activities of the Company in the Articles of Association for Adjustment with KBLI 2020 and Change of Office Address.	Documented through Deed No. 4 dated May 11, 2022.

Keputusan Sirkuler tanggal 28 September 2022

Circular Resolution dated September 28, 2022

Penetapan Kantor Akuntan Publik untuk Tahun Buku 2022, 2023, dan 2024.

Telah didokumentasikan melalui Akta No. 20 tanggal 29 September 2022.

Appointment of Public Accountant Firm for Fiscal Year 2022, 2023, and 2024.

Documented through Deed No. 20 dated September 29, 2022.

Keputusan Sirkuler tanggal 30 September 2022

Circular Resolution dated September 30, 2022

Pemberhentian Sdri. Dewi Yustisiana dan Sdr. Agustianto Batubara sebagai Anggota Dewan Komisaris, dan Pengangkatan Sdr. Budiarto Tedja dan Sdr. Wahyu Widodo sebagai Anggota Dewan Komisaris.

Telah didokumentasikan melalui Akta No. 05 tanggal 12 Oktober 2022.

Dismissal of Dewi Yustisiana and Agustianto Batubara as Members of Board of Commissioners, and Appointment of Budiarto Tedja and Wahyu Widodo as Members of Board of Commissioners.

Documented through Deed No. 5 dated October 12, 2022.

Keputusan Sirkuler tanggal 27 Oktober 2022

Circular Resolution dated October 27, 2022

Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022

Telah didokumentasikan melalui Akta No. 21 tanggal 17 November 2022.

Ratification of the Company's Work Plan and Budget (RKAP) for 2022.

Documented through Deed No. 21 dated November 17, 2022.

Keputusan Sirkuler tanggal 6 Desember 2022

Circular Resolution dated December 6, 2022

Penetapan Penghargaan atas Kinerja Tahunan Anggota Direksi dan Dewan Komisaris Tahun Buku 2021

Telah dibayarkan Penghargaan atas Kinerja Tahunan Tahun Buku 2021 oleh HR kepada Anggota Direksi dan Dewan Komisaris

Determination of Annual Performance Awards of Members of Board of Directors and Board of Commissioners for 2021 Fiscal Year

Annual Performance Awards for 2021 Fiscal Year have been paid by HC to Members of Board of Directors and Board of Commissioners.

RUPS yang Diselenggarakan di Tahun 2021 dan Pelaksanaan Keputusan RUPS oleh Manajemen

Berikut disampaikan hasil keputusan RUPS dan keputusan sirkuler pemegang saham di sepanjang tahun 2021, serta pelaksanaan hasil keputusan oleh manajemen hingga akhir tahun 2022.

GMS in 2021 and Implementation of GMS Resolutions by Management

The following are the GMS resolutions and circular resolutions of shareholders throughout 2021, as well as the implementation of resolutions by management until the end of 2022.

Hasil Keputusan Resolutions	Tindak Lanjut Manajemen Management Follow-up
RUPS Tahunan Tahun Buku 2020 tanggal 30 Juni 2021 Annual GMS for 2020 Fiscal Year on June 30, 2021	
RUPS menyetujui Laporan Tahunan Tahun Buku 2020 serta mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2020.	Keputusan telah dilembagakan melalui Akta No. 41 tanggal 28 Mei 2021 yang dibuat di hadapan Lenny Janis Ishak SH, notaris di Jakarta Selatan. Laporan Tahunan Tahun Buku 2020 telah dipublikasikan pada tanggal 23 Agustus 2021, sedangkan Laporan Keuangan teraudit untuk tahun buku yang berakhir pada tanggal 31 Desember 2020 telah dipublikasikan pada tanggal 23 Agustus 2021.
The GMS approved the Annual Report for 2020 Fiscal Year and ratified the Company's Financial Statements for 2020 Fiscal Year.	The resolution has been institutionalized through Deed No. 41 dated May 28, 2021 made before Lenny Janis Ishak SH, a notary in South Jakarta. The Annual Report for 2020 Fiscal Year has been published on August 23, 2021, while the audited Financial Statements for the fiscal year ended December 31, 2020 has been published on August 23, 2021.

Hasil Keputusan Resolutions	Tindak Lanjut Manajemen Management Follow-up
RUPS menetapkan penggunaan Laba Bersih Perseroan Tahun Buku 2020 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Pemegang saham telah mengeluarkan surat keputusan pemegang saham secara sirkuler tanggal 2 Juli 2021 tentang Penggunaan Laba Bersih Tahun Buku 2020. Menindaklanjuti keputusan tersebut, Perusahaan telah membayarkan dividen hasil usaha tahun buku 2020 sebesar Rp2.032.330.936 pada tanggal 2 Juli 2021.
The GMS determined that the use of the Company's Net Income for 2020 Fiscal Year will be determined later and will be held in a separate GMS circularly.	The shareholders have issued a circular shareholder resolution dated July 2, 2021 regarding the Use of Net Income for 2020 Fiscal Year. Following up on this resolution, the Company has paid dividends for 2020 fiscal year amounting to Rp2,032,330,936 on July 2, 2021.
RUPS memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2021.	Dewan Komisaris melalui konsultasi dengan PT Pertamina Patra Niaga selaku pemegang saham utama Perusahaan telah menunjuk KAP Purwantono, Sungkoro & Surja untuk melakukan audit umum atas Laporan Keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2021. Laporan Keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2021 telah dipublikasikan pada tanggal 15 Maret 2022.
The GMS granted power and delegated authority to the Board of Commissioners to determine the Public Accounting Firm (KAP) to audit the Company's Financial Statements for fiscal year ending December 31, 2021.	Board of Commissioners in consultation with PT Pertamina Patra Niaga as the Company's major shareholder has appointed KAP Purwantono, Sungkoro & Surja to conduct a general audit of the Company's Financial Statements for the fiscal year ending December 31, 2021. The Company's Financial Statements for the fiscal year ended December 31, 2021 has been published on March 15, 2022.
RUPS menetapkan usulan penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Perusahaan Tahun Buku 2020 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Pemegang saham telah mengeluarkan surat keputusan pemegang saham secara sirkuler tanggal 17 Desember 2021 tentang Penetapan Penghargaan atas Kinerja Tahunan (Tantiem) Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020. Perusahaan telah membayarkan seluruh tantiem sesuai dengan keputusan pemegang saham.
The GMS stipulated the proposal for performance awards (Tantiem) to the Company's Board of Directors and Board of Commissioners for 2020 Fiscal Year will be determined later and will be held in a separate GMS circularly.	The shareholders have issued a circular shareholder resolution dated December 17, 2021 regarding the Determination of Annual Performance Award (Tantiem) of the Company's Board of Directors and Board of Commissioners for 2020 Fiscal Year. The Company has paid all tantiem in accordance with the shareholders' resolution.
Penetapan remunerasi Direksi dan Dewan Komisaris Tahun Buku 2021 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS tersendiri secara sirkuler.	Perusahaan telah membayarkan seluruh remunerasi sesuai dengan keputusan pemegang saham.
Board of Directors and Board of Commissioners remuneration for 2021 Fiscal Year will be determined later and will be carried out in a separate GMS by circular.	The Company has paid all remuneration in accordance with the shareholders' resolution.
Keputusan Sirkuler tanggal 25 Januari 2021 Circular Resolution dated January 25, 2021	
Penghapusan Sebagian Ketentuan Terkait Gaji Direksi dan Honorarium Dewan Komisaris.	Telah didokumentasikan melalui Akta No. 09 tanggal 18 Februari 2021.
Partial Elimination of Provisions Related to Board of Directors Salary and Board of Commissioners Honorarium.	Documented through Deed No. 9 dated February 18, 2021.

Hasil Keputusan Resolutions	Tindak Lanjut Manajemen Management Follow-up
Keputusan Sirkuler tanggal 25 Februari 2021 Circular Resolution dated February 25, 2021	
Pernyataan Modal pada PT Katalis Sinergi Indonesia	Telah didokumentasikan melalui Akta No. 02 tanggal 2 Maret 2021.
Capital Statement on PT Katalis Sinergi Indonesia	Documented through Deed No. 2 dated March 2, 2021.
Keputusan Sirkuler tanggal 4 Mei 2021 Circular Resolution dated May 4, 2021	
Pengangkatan Sdri. Sari Istiani Rachmi sebagai Direktur Sales & Marketing	Telah didokumentasikan melalui Akta No. 43 tanggal 31 Mei 2021.
Appointment of Sari Istiani Rachmi as Director of Sales & Marketing	Documented through Deed No. 43 dated May 31, 2021.
Keputusan Sirkuler tanggal 6 Mei 2021 Circular Decision dated May 6, 2021	
Persetujuan Pelaksanaan Pelimpahan Kewenangan dan Pemberian Kuasa dari PT Pertamina (Persero) kepada PT Pertamina Patra Niaga Selaku <i>Subholding Commercial & Trading</i>	Telah didokumentasikan melalui Akta No. 42 tanggal 31 Mei 2021.
Approval on the delegation of authority and attorney from PT Pertamina (Persero) to PT Pertamina Patra Niaga as Subholding Commercial & Trading.	Documented through Deed No. 42 dated May 31, 2021.
Keputusan Sirkuler tanggal 30 Juni 2021 Circular Resolution dated June 30, 2021	
Penggunaan Laba Bersih Tahun Buku 2020	Telah didokumentasikan melalui Akta No. 18 tanggal 27 Juli 2021.
Utilization of Net Income for 2020 Fiscal Year	Documented by Deed No. 18 dated July 27, 2021.
Keputusan Sirkuler tanggal 24 Juli 2021 Circular Resolution dated July 24, 2021	
Pemberhentian Anggota Direksi: • Sdr. Andre Herlambang Pengangkatan Anggota Direksi: • Sdr. Werry Prayogi • Sdr. Catur Dermawan	Telah didokumentasikan melalui Akta No. 19 tanggal 28 Juli 2021.
Dismissal of Members of Board of Directors: • Andre Herlambang Appointment of Members of Board of Directors: • Werry Prayogi • Catur Dermawan	Documented through Deed No. 19 dated July 28, 2021.
Keputusan Sirkuler tanggal 30 Agustus 2021 Circular Resolution dated August 30, 2021	
Pengangkatan Kembali Sdr. Ananda Tohpati sebagai Anggota Dewan Komisaris	Telah didokumentasikan melalui Akta No. 40 tanggal 31 Agustus 2021.
Reappointment of Ananda Tohpati as Member of Board of Commissioners	Documented through Deed No. 40 dated August 31, 2021.

Hasil Keputusan Resolutions	Tindak Lanjut Manajemen Management Follow-up
Keputusan Sirkuler tanggal 31 Agustus 2021 Circular Resolution dated August 31, 2021	
Pengalihan Saham dan Perubahan Komposisi Kepemilikan Saham dalam rangka Restrukturisasi <i>Subholding Commercial & Trading</i>	Telah didokumentasikan melalui Akta No. 07 tanggal 1 September 2021.
<i>Share Transfer and Change in Share Ownership Composition in the Context of Restructuring of Commercial & Trading Subholding</i>	Documented through Deed No. 7 dated September 1, 2021.
Keputusan Sirkuler tanggal 16 Desember 2021 Circular Resolution dated December 16, 2021	
Penetapan Penghargaan atas Kinerja Tahunan (Tantiem) Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020	Pembayaran tantiem sudah dibayarkan.
Determination of Annual Performance Award (Tantiem) of the Company's Board of Directors and Board of Commissioners for 2020 Fiscal Year.	Tantiem has been paid.
Keputusan Sirkuler tanggal 30 Desember 2021 Circular Resolution dated December 30, 2021	
Pengangkatan Kembali Sdr. Patuan Alfon Simanjuntak sebagai Anggota Dewan Komisaris	Telah didokumentasikan melalui Akta No. 10 tanggal 20 Januari 2022.
Reappointment of Patuan Alfon Simanjuntak as Member of Board of Commissioners	Documented through Deed No. 10 dated January 20, 2022.
Keputusan Sirkuler tanggal 31 Desember 2021 Circular Resolution dated December 31, 2021	
Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021	Telah didokumentasikan melalui Akta No. 22 tanggal 21 Februari 2022.
Ratification of the Company's Work Plan and Budget (RKAP) for 2021	Documented through Deed No. 22 dated February 21, 2022.

DEWAN KOMISARIS

Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perusahaan maupun usaha Perusahaan yang dilakukan Direksi, serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Anggaran Dasar Perusahaan dan keputusan RUPS, serta peraturan perundang-undangan yang berlaku.

Ketentuan Masa Jabatan

Masa jabatan Anggota Dewan Komisaris ditetapkan selama 3 (tiga) tahun, dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan.

BOARD OF COMMISSIONERS

Board of Commissioners is tasked with overseeing management policies, general management, both regarding the Company and the Company's business carried out by the Board of Directors, as well as providing advice to the Board of Directors including supervision of the execution of the Company's Long Term Plan (RJPP), Work Plan and Budget (RKAP). the Company's Articles of Association and the GMS resolutions, as well as applicable laws and regulations.

Term of Office

The term of office of Member of Board of Commissioners is set for 3 (three) years, and may be reappointed for 1 (one) term of office.

Susunan Dewan Komisaris

Di sepanjang tahun 2022 terdapat perubahan susunan Dewan Komisaris sebagaimana telah menjadi keputusan RUPS.

Board of Commissioners Composition

Throughout 2022 there were changes in the Board of Commissioners composition as decided by the GMS.

Kronologi Perubahan Susunan Dewan Komisaris di Sepanjang Tahun 2022
Chronology of Changes in the Board of Commissioners Composition Throughout 2022

Periode 1 Januari s.d 30 September 2022 Period January 1 to September 30, 2022	Periode 30 September s.d 31 Desember 2022 Period September 30 to December 31, 2022	Keterangan Description
Dewi Yustisiana (Komisaris Utama) (President Commissioner)		Dewi Yustisiana tidak lagi menjabat Komisaris Utama sejak 30 September 2022 dengan alasan Penyegaran Organisasi. Dewi Yustisiana no longer served as President Commissioner since September 30, 2022 due to organizational refreshment.
Patuan Alfon Simanjuntak (Komisaris) (Commissioner)	Patuan Alfon Simanjuntak (Komisaris) (Commissioner)	-
Agustianto Batubara (Komisaris) (Commissioner)		Agustianto Batubara tidak lagi menjabat Komisaris Utama sejak 30 September 2022 dengan alasan Penyegaran Organisasi. Agustianto Batubara no longer served as Commissioner since September 30, 2022 due to organizational refreshment.
Ananda Tohpati (Komisaris) (Commissioner)	Ananda Tohpati (Komisaris) (Commissioner)	-
	Budiarto Tedja (Komisaris Utama) (President Commissioner)	Budiarto Tedja menjabat Komisaris Utama sejak 30 September 2022. Budiarto Tedja started to serve as President Commissioner since September 30, 2022.
	Wahyu Widodo (Komisaris) (Commissioner)	Wahyu Widodo menjabat Komisaris sejak 30 September 2022. Wahyu Widodo started to serve as Commissioner since September 30, 2022.

Susunan Dewan Komisaris per 31 Desember 2022
Board of Commissioners Composition as of December 31, 2022

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period
Budiarto Tedja	Komisaris Utama President Commissioner	Akta No. 05 tanggal 12 Oktober 2022 Deed No. 5 dated October 12, 2022	30 September 2022 s.d 29 September 2025 September 30, 2022 to September 29, 2025	Ke-1 1 st
Patuan Alfon Simanjuntak	Komisaris Commissioner	Akta No. 10 tanggal 20 Januari 2022 Deed No. 10 dated January 20, 2022	31 Desember 2021 s.d 30 Desember 2024 December 31, 2021 to December 30, 2024	Ke-2 2 nd
Ananda Tohpati	Komisaris Commissioner	Akta No. 40 tanggal 31 Agustus 2021 Deed No. 40 dated August 31, 2021	30 Agustus 2021 s.d 30 Agustus 2024 August 30, 2021 to August 30, 2024	Ke-2 2 nd
Wahyu Widodo	Komisaris Commissioner	Akta No. 05 tanggal 12 Oktober 2022 Deed No. 5 dated October 12, 2022	30 September 2022 s.d 29 September 2025 September 30, 2022 to September 29, 2025	Ke-1 1 st

Profil masing-masing Dewan Komisaris dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

The profile of each Board of Commissioners can be found in the Company Profile chapter of this annual report.

Informasi tentang Komisaris Independen

Hingga akhir tahun 2022 Perusahaan belum memiliki Komisaris Independen yang diangkat oleh RUPS.

Pedoman Kerja dan Tata Tertib Dewan Komisaris (Board Manual)

Dalam melaksanakan tugas dan tanggung jawabnya, Dewan Komisaris dan Direksi berpedoman pada Pedoman Kerja (*Board Manual*) Perusahaan yang disusun dengan merujuk pada Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011, juncto Peraturan Menteri Negara BUMN No. PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN. Secara garis besar *Board Manual* memuat tata kerja Direksi dan Dewan Komisaris, termasuk hak, kewajiban, tugas dan wewenang Direksi dan Dewan Komisaris serta proses hubungan dan fungsi antara kedua organ utama tata kelola tersebut.

Board Manual telah ditandatangani Direksi dan Dewan Komisaris pada bulan Desember 2016, dan dievaluasi berkala, atau sesuai kebutuhan untuk mengetahui, dan mengukur kesesuaian dengan regulasi yang berlaku maupun dinamika bisnis yang ada.

Tugas, Tanggung Jawab dan Wewenang Dewan Komisaris

Dewan Komisaris bertanggung jawab untuk:

1. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran;
2. Beritikad baik, penuh kehati-hatian dan bertanggung jawab kepada Persero dalam hal ini diwakili oleh RUPS dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan;
3. Dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil kepentingan Perusahaan selain honorarium dan fasilitas yang ditentukan oleh RUPS.

Tugas Dewan Komisaris adalah:

1. Memberikan pendapat dan saran kepada RUPS mengenai RJPP dan RKAP yang diusulkan oleh Direksi;
2. Mengikuti perkembangan kegiatan Perusahaan, memberikan pendapat dan saran kepada RUPS mengenai masalah yang dianggap penting bagi kepemimpinan Perusahaan;
3. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perusahaan;
4. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani Laporan Tahunan;

Information on Independent Commissioner

Until the end of 2022, the Company did not have Independent Commissioner appointed by the GMS.

Board of Commissioners' Board Manual

In carrying out their duties and responsibilities, Board of Commissioners and Board of Directors are guided by the Company's Board Manual, which was prepared in reference to the Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011 dated August 1, 2011, in conjunction with the Minister of State-Owned Enterprises Regulation No. PER-09/MBU/2012 dated July 6, 2012 on the Implementation of Good Corporate Governance (GCG) in SOEs. The Board Manual essentially contains work procedures of Board of Directors and Board of Commissioners, including their rights, obligations, duties and authorities, as well as relationship process and functions between the two main governance organs.

The Board Manual was signed by Board of Directors and Board of Commissioners in December 2016, and is periodically evaluated at least once every 3 (three) years, or as needed to determine and measure compliance with applicable regulations and existing business dynamics.

Duties, Responsibilities and Authorities of Board of Commissioners

Board of Commissioners is responsible to:

1. Comply with the Company's Articles of Association and the laws and regulations, as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness;
2. Have good faith, being prudent and responsible to the Company, in this case is represented by the GMS in carrying out supervisory duties and providing advice to the Board of Directors for the Company's interest and in accordance with the Company's objectives;
3. Prohibited to get involved in any transactions having conflict of interest and take the advantage of the Company besides honorarium and facilities determined by the GMS.

Board of Commissioners' Duties are:

1. Provide opinions and suggestions to the GMS regarding RJPP and RKAP proposed by the Board of Directors;
2. Monitor the development of the Company's activities, provide opinions and suggestions to the GMS regarding matters deemed important for the Company's management;
3. Immediately report to the GMS if there are indications of a decline in the Company's performance;
4. Research and analyze periodic and annual reports prepared by the Board of Directors as well as sign the Annual Report;

5. Membentuk Komite Audit;
6. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS;
7. Mematuhi ketentuan-ketentuan lain yang berlaku di induk Perusahaan dan dinyatakan berlaku bagi Perusahaan dan/atau ketentuan-ketentuan lain yang ditetapkan dan disetujui oleh RUPS.

Wewenang Dewan Komisaris adalah sebagai berikut:

1. Memperoleh akses cukup atas informasi Perusahaan, dalam hal ini melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga serta memeriksa kekayaan Perusahaan;
2. Memasuki pekarangan, gedung dan kantor yang dipergunakan oleh Perusahaan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
6. Mengangkat Sekretaris Dewan Komisaris, jika dianggap perlu dan memberhentikannya;
7. Memberhentikan sementara Anggota Direksi sesuai dengan ketentuan Undang-Undang Perseroan Terbatas dan ketentuan Anggaran Dasar;
8. Membentuk komite-komite lain selain komite audit, jika dianggap perlu dengan memperhatikan kemampuan Perusahaan;
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu;
10. Melakukan tindakan pengurusan Perusahaan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar;
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.

Program Pengenalan Perusahaan bagi Komisaris Baru

Perusahaan berkewajiban memberikan program pengenalan mengenai kondisi Perusahaan secara umum kepada Anggota Komisaris baru paling lambat 1 (satu) bulan sejak menjabat. Materi yang disampaikan meliputi pelaksanaan prinsip-prinsip GCG di Perusahaan; gambaran mengenai Perusahaan; serta keterangan mengenai kewajiban, tugas, tanggung jawab, dan hak-hak Dewan Komisaris.

5. Establish an Audit Committee;
6. Carry out other oversight and advisory duties, as long as it does not contradict to the laws and regulations, the Articles of Association and/or the GMS resolutions;
7. Comply with other provisions applicable to the parent Company and declared valid for the Company and/or other conditions determined and approved by the GMS.

Board of Commissioners' authorities are:

1. Gain adequate access to Company information, including from books, letters, and other documents, checking cash for verification purposes and other securities and checking the Company's property;
2. Entry to the grounds, buildings, and offices used by the Company;
3. Request clarification from the Board of Directors and/or other officers regarding all issues of the Company's management;
4. Aware of all policies and actions that have been and will be carried out by the Board of Directors;
5. Request the Board of Directors and/or other officers under the Board of Directors and acknowledged by the Board of Directors to attend the Board of Commissioners' meeting;
6. Appoint and dismiss Secretary of Board of Commissioners if deemed necessary;
7. Temporarily dismiss Members of Board of Directors in accordance with the Law on Limited Liability Company and the Articles of Association;
8. Establish committees besides the audit committee, if deemed necessary, by considering the Company's capability;
9. Hire experts for particular matters and within a certain period at the expense of the Company, if deemed necessary;
10. Perform management of the Company in certain circumstances for a certain period of time in accordance with the Articles of Association;
11. Attend the Board of Directors' meeting and provide views on the discussed matters;
12. Exercise other oversight authorities as long as they are not against the laws and regulations, the Articles of Association, and/or GMS resolutions.

Orientation Program for New Commissioners

The Company is required to hold an Orientation Program about general conditions of the Company to new members of Board of Commissioners, no later than 1 (one) month after taking office. The materials presented include the implementation of GCG principles in the Company; description of the Company; as well as information on the obligations, duties, responsibilities, and rights of Board of Commissioners.

Selain itu terdapat materi yang berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem kebijakan pengendalian internal, termasuk Komite Audit.

Di tahun 2022 Perusahaan mengangkat 2 (dua) Komisaris baru, yaitu Komisaris Utama, Budiarto Tedja; dan Komisaris, Wahyu Widodo. Pelaksanaan program pengenalan Perusahaan 3 Oktober 2022 di Kantor Pusat Pertamina Lubricants, Aula. 15 Pertamina Tower, Gedung Grha Pertamina dihadiri oleh seluruh jajaran Komisaris, Direksi, manajemen dan karyawan.

In addition, there are materials on delegation of authority, internal and external audits, internal control policy systems, including the Audit Committee.

In 2022, the Company appointed 2 (two) new Commissioners, namely President Commissioner, Budiarto Tedja; and Commissioner, Wahyu Widodo. The Company's orientation program was held on October 3, 2022 at the Head Office of Pertamina Lubricants, Hall. 15 of Pertamina Tower, Grha Pertamina Building, attended by all levels of Board of Commissioners, Board of Directors, management and employees.



Pengelolaan Benturan Kepentingan Dewan Komisaris

Benturan kepentingan adalah suatu kondisi tertentu di mana kepentingan Anggota Dewan Komisaris bertentangan dengan kepentingan Perusahaan untuk meraih laba, meningkatkan nilai, mencapai visi dan menjalankan misi serta arahan RUPS, yang pada akhirnya akan merugikan Perusahaan. Anggota Dewan Komisaris mengisi Pernyataan Benturan Kepentingan, yang merupakan pernyataan bahwa yang bersangkutan tidak memiliki benturan kepentingan.

Selama periode pelaporan tidak terdapat hal-hal yang dapat diindikasikan sebagai benturan kepentingan antara anggota Dewan Komisaris dengan kepentingan Perusahaan.

Management of Conflict of Interest of Board of Commissioners

Conflict of interest is a certain condition in which the interests of members of Board of Commissioners conflict with the interests of the Company to gain profit, increase value, achieve the vision and carry out the mission and direction of the GMS, which will ultimately harm Pertamina Lubricant. Members of Board of Commissioners fill out a Conflict of Interest Statement, which is a statement that the person concerned does not have a conflict of interest.

During the reporting period, there were no events that could be indicated as a conflict of interest between members of Board of Commissioners and the interests of the Company.

Keputusan dan Pelaksanaan Tugas Dewan Komisaris di Tahun 2022

Selama tahun 2022 Dewan Komisaris telah memberikan 27 surat rekomendasi maupun persetujuan kepada Direksi. Secara umum surat rekomendasi/persetujuan memuat tentang:

Decisions and Duties of Board of Commissioners in 2022

During 2022, Board of Commissioners provided 27 letters of recommendation and approval to the Board of Directors. In general, the recommendation/approval letters contain:

No	No Surat Letter Number	Tanggal Date	Perihal Subject	Keterangan Remarks
1	01/DEKOM.PL/2022- S0	03 Januari 2022 January 3, 2022	Penunjukan Pelaksana Tugas Harian Direktur Utama Pertamina Lubricants Appointment of Acting President Director of Pertamina Lubricants	Keputusan Decision
2	07/DEKOM.PL/2022- S0	04 April 2022 April 4, 2022	Pembayaran Tunjangan Pajak untuk Anggota Komite Dewan Komisaris Payment of tax allowance for members of Board of Commissioners	Keputusan Decision
3	10/DEKOM.PL/2022- S0	18 April 2022 April 18, 2022	Surat Permintaan Kelengkapan Data Pendukung Usulan <i>Re-Design</i> Organisasi Pertamina Lubricants Tahun 2022 Letter Requesting Completeness of Supporting Data for the Proposed Organization Re-Design of Pertamina Lubricants in 2022	Permintaan Inquiry
4	12/DEKOM.PL/2022- S0	19 Mei 2022 May 19, 2022	Tanggapan Terhadap Surat Dewan Direksi Mengenai Jawaban Atas Permintaan Kelengkapan Data Pendukung Usulan <i>Re-Design</i> Organisasi Pertamina Lubricants Tahun 2022 Response to Letter from the Board of Directors Regarding the Answer to the Request for Completeness of Supporting Data for the Proposed Organization Re-Design of Pertamina Lubricants for 2022	Tanggapan Response
5	13/DEKOM.PL/2022- S0	20 Mei 2022 May 20, 2022	Tanggapan Terhadap <i>Draft Integrated Report</i> PT. Pertamina Lubricants Tahun 2022 Response to Draft Integrated Report of Pertamina Lubricants for 2022	Tanggapan Response
6	14/DEKOM.PL/2022- S0	02 Juni 2022 June 2, 2022	Permohonan Materi MS RKAP April dan Mei 2022 Request for MSRKAP Materials for April and May 2022	Permintaan Inquiry
7	16/DEKOM.PL/2022-S0	16 Juni 2022 June 16, 2022	Undangan <i>Meeting</i> RKAP 2023 Invitation for 2023 RKAP Meeting	Permintaan Inquiry
8	17/DEKOM.PL/2022-S0	20 Juni 2022 June 20, 2022	Permintaan Kelengkapan Dokumen Untuk <i>Review</i> RKAP 2023 dan RJPP 2023-2027 Request for Completeness of Documents for Review of RKAP 2023 and RJPP 2023-2027	Permintaan Inquiry
9	18/DEKOM.PL/2022-S0	22 Juni 2022 June 22, 2022	Usulan Penunjukan Kantor Akuntan Publik (KAP) Tahun Buku 2022 Proposal to Appoint Public Accountant Firm for 2022 Fiscal Year	Rekomendasi Recommendation
10	19/DEKOM.PL/2022-S0	22 Juni 2022 June 22, 2022	Rekomendasi Dewan Komisaris atas Usulan Penetapan Penggunaan Laba Tahun Buku 2021 dalam RUPS Tahunan Tahun Buku 2021 Board of Commissioners' recommendation on the proposal to determine the use of profit of 2021 fiscal year in the Annual GMS of 2021 fiscal year	Rekomendasi Recommendation

No	No Surat Letter Number	Tanggal Date	Perihal Subject	Keterangan Remarks
11	20/DEKOM.PL/2022-S0	22 Juni 2022 June 22, 2022	Rekomendasi Dewan Komisaris atas Usulan Remunerasi Tahun 2022 dan Tantiem Tahun Buku 2021 bagi Dewan Direksi dan Dewan Komisaris Pertamina Lubricants Board of Commissioners Recommendation on the proposal of Remuneration for 2022 and Tantiem for Fiscal Year 2021 for Board of Directors and Board of Commissioners of Pertamina Lubricants	Rekomendasi Recommendation
12	21/DEKOM.PL/2022-S0	28 Juni 2022 June 28, 2022	Tanggapan Lanjutan terhadap Draft Integrated Report PTPL Tahun 2021 Further Response to Draft Integrated Report of PTPL for the Year 2021	Tanggapan Response
13	23/DEKOM.PL/2022-S0	31 Agustus 2022 August 31, 2022	SK Pengangkatan Anggota Komite Investasi Decree on Appointment of Investment Committee Members	Keputusan Decision
14	25/DEKOM.PL/2022-S0	29 September 2022 September 29, 2022	Telaah Awal atas Draft RJPP 2023 – 2027 dan RKAP 2023 Initial Review of Draft RJPP 2023-2027 and RKAP 2023	Tanggapan Response
15	26/DEKOM.PL/2022-S0	07 Oktober 2022 October 7, 2022	RKAP 2022 dan Permohonan Penandatanganan Buku RKAP 2022 Pertamina Lubricants RKAP 2022 and Request for Signing of 2022 RKAP Book of Pertamina Lubricants	Rekomendasi Recommendation
16	27/DEKOM.PL/2022-S0	14 Oktober 2022 October 14, 2022	Penunjukan KAP TB 2022, 2023, 2024 Appointment of KAP for Fiscal Year 2022, 2023, 2024	Rekomendasi Recommendation
17	29/DEKOM.PL/2022-S0	24 Oktober 2022 October 24, 2022	Undangan Rapat Dewan Direksi dan Dewan Komisaris Invitation to Board of Directors and Board of Commissioners Meeting	Rekomendasi Recommendation
18	30/DEKOM.PL/2022-S0	01 November 2022 November 1, 2022	SK Dekom Tentang Pembentukan dan Pengangkatan Komite Decree of Decommissioning on the Establishment and Appointment of Committee	Keputusan Decision
19	31/DEKOM.PL/2022-S0	09 November 2022 November 9, 2022	Persetujuan Usulan Penghapusan dan Pelepasan Material Persediaan dan Produk Pelumas Blocked Stock Off Spec Tahun 2022 Approval of the Proposal for the Elimination and Release of Inventory Materials and Blocked Stock Lubricants Products Off Spec in 2022	Keputusan Decision
20	32/DEKOM.PL/2022-S0	15 November 2022 November 15, 2022	Arahan Dewan Komisaris Pada Retreat BOD-BOC Pertamina Lubricants Board of Commissioners Direction to the BOD - BOC of Pertamina Lubricants	Rekomendasi Recommendation
21	33/DEKOM.PL/2022-S0	21 November 2022 November 21, 2022	Undangan Rapat Dewan Direksi dan Dekom Invitation to Board of Directors and Board of Commissioners Meeting	Rekomendasi Recommendation
22	34/DEKOM.PL/2022-S0	29 November 2022 November 29, 2022	Rekomendasi Dewan Komisaris atas MWT di PUG, SR V dan GN Pasar Turi Board of Commissioners Recommendation on MWT in PUG, SR V and GN Pasar Turi	Rekomendasi Recommendation
23	35/DEKOM.PL/2022-S0	06 Desember 2022 December 6, 2022	PPH yang Masih Harus Dibayar a.n. Sdr Asep Chaerudin Accrued Income Tax for Asep Chaerudin	Permintaan Inquiry
24	36/DEKOM.PL/2022-S0	07 Desember 2022 December 7, 2022	Penanda tangan Kontrak Manajemen dan KPI Direksi Tahun 2022 Signing of Management Contract and KPI of Board of Directors for 2022	Tanggapan Response

No	No Surat Letter Number	Tanggal Date	Perihal Subject	Keterangan Remarks
25	37/DEKOM.PL/2022-S0	13 Desember 2022 December 13, 2022	Persetujuan Usulan Organisasi Baru Pertamina Lubricants Approval of the New Organization Proposal of Pertamina Lubricants	Rekomendasi Recommendation
26	41/DEKOM.PL/2022-S0	23 Desember 2022 December 23, 2022	Undangan Rapat Dewan Direksi dan Dewan Komisaris Invitation to Board of Directors and Board of Commissioners Meeting	Rekomendasi Recommendation
27	42/DEKOM.PL/2022-S0	30 Desember 2022 December 30, 2022	Tanggapan Dekom terhadap Permohonan Direksi PTPL untuk Penghapusan Tanpa Pelepasan Aset di GN dan DSP Plumpang Board of Commissioners' Response to PTPL Board of Directors' Request for Write-off Without Disposal of Assets in GN and DSP Plumpang	Tanggapan Response

Kunjungan Dewan Komisaris

Sepanjang tahun 2022, Dewan Komisaris telah melakukan kunjungan kerja guna mendapatkan masukan-masukan di lapangan terkait pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi. Kunjungan kerja yang telah dilakukan Dewan Komisaris adalah sebagai berikut:

Board of Commissioners Visit

Throughout 2022, Board of Commissioners has conducted working visits to obtain inputs in the field related to the implementation of supervisory and advisory duties to the Board of Directors. The working visits made by Board of Commissioners are as follows:

No	Agenda	Lokasi Location	Tanggal Date	Dewan Komisaris dan Organ Pendukung yang Berkunjung Board of Commissioners and Supporting Organs who made working visit	
				Nama Name	Jabatan Position
1	Management Walkthrough SR VI Management Walkthrough SR VI	Balikpapan	26 Agustus 2022 August 26, 2022	Ananda Tohpati	Komisaris Commissioner
				Ibnu Prakoso	Sekretaris Dewan Komisaris Secretary of Board of Commissioners
				M Nirfan	Komite Audit Audit Committee
				Hery Fitrawan	Komite Operasi Operation Committee
				Abal Amsari	Komite Operasi Operation Committee
2	Management Walkthrough DSP Banjarmasin Management Walkthrough DSP Banjarmasin	Banjarmasin	8 September 2022 September 8, 2022	Ananda Tohpati	Komisaris Commissioner
				Ibnu Prakoso	Sekretaris Dewan Komisaris Secretary of Board of Commissioners
				M Nirfan	Komite Audit Audit Committee
				Hery Fitrawan	Komite Operasi Operation Committee

No	Agenda	Lokasi Location	Tanggal Date	Dewan Komisaris dan Organ Pendukung yang Berkunjung Board of Commissioners and Supporting Organs who made working visit	
				Nama Name	Jabatan Position
3	Management Walkthrough DSP Sorong	Sorong	1 Oktober 2022	M Nirfan	Komite Audit Audit Committee
	Management Walkthrough DSP Sorong		October 1, 2022	Hery Fitrawan	Komite Operasi
4	Management Walkthrough DSP Jayapura	Jayapura	4 Oktober 2022	M Nirfan	Komite Audit Audit Committee
	Management Walkthrough DSP Jayapura		October 4, 2022	Hery Fitrawan	Komite Operasi Operation Committee
5	Management Walkthrough LTC	Jakarta	19 Oktober 2022	Budiarto Tedja	Komisaris Commissioner
	Management Walkthrough in LTC		October 19, 2022	Ibnu Prakoso	Sekretaris Dewan Komisaris Secretary of Board of Commissioners
6	Management Walkthrough PUJ	Jakarta	5 November 2022	Budiarto Tedja	Komisaris Commissioner
	Management Walkthrough PUJ		November 5, 2022	Ibnu Prakoso	Sekretaris Dewan Komisaris Secretary of Board of Commissioners
7	Management Walkthrough PUG, Gudang Nusantara Ps Turi, dan SR V	Surabaya dan Gresik	23 - 25 November 2022	Budiarto Tedja	Komisaris Commissioner
				Patuan Alfon	Komisaris Commissioner
	Management Walkthrough in PUG, Nusantara Warehouse Ps Turi, and SR V		November 23 - 25, 2022	Wahyu Widodo	Komisaris Commissioner

Penilaian atas Kinerja Komite di Bawah Dewan Komisaris

Dewan Komisaris dalam pelaksanaan tugasnya dibantu oleh komite-komite yang bertanggung jawab langsung kepada Dewan Komisaris yaitu Komite Audit, Komite Operasi, serta Komite Nominasi & Remunerasi.

a. Penilaian Kinerja Komite Audit

Sepanjang tahun 2022 Komite Audit telah melaksanakan dan menghadiri rapat sebanyak 50 kali, meliputi rapat Dewan Komisaris, Rapat Dewan Komisaris dengan Direksi dan/atau Manajemen, Audiensi dengan Pemegang Saham, Rapat Koordinasi Internal Audit Pertamina, Rapat Internal Komite Audit, Rapat dengan Internal Audit, dan Rapat dengan HSSE, serta menjalankan tugas-tugas lainnya.

Performance Assessment of Committees Under Board of Commissioners

Board of Commissioners in carrying out its duties is assisted by committees that are directly responsible to the Board, namely Audit Committee, Operations Committee, and Nomination & Remuneration Committee.

a. Audit Committee Performance Assessment

Throughout 2022, Audit Committee has conducted and attended 50 meetings, including Board of Commissioners meetings, Board of Commissioners Meetings with Board of Directors and/or Management, Audience with Shareholders, Pertamina Internal Audit Coordination Meeting, Internal Audit Committee Meetings, Meetings with Internal Audit, and Meetings with HSSE, as well as performing other duties.

- b. Penilaian Kinerja Komite Operasi
Sepanjang tahun 2022 Komite Operasi telah melaksanakan dan menghadiri rapat sebanyak 24 kali, meliputi rapat Dewan Komisaris, Rapat Dewan Komisaris dengan Direksi dan/atau Manajemen, Audiensi dengan Pemegang Saham, Rapat Internal Komite Operasi, Rapat Bulanan Komite Operasi dengan Tim Operasi (meliputi Produksi, Operasi, GA, dan Cordev), serta menjalankan tugasnya.

- c. Penilaian Kinerja Komite Nominasi & Remunerasi

Sepanjang tahun 2022 Komite Nominasi & Remunerasi telah melaksanakan dan menghadiri rapat sebanyak 6 kali, meliputi rapat Dewan Komisaris, Rapat Dewan Komisaris dengan Direksi dan/atau Manajemen, Audiensi dengan Pemegang Saham dan Undangan Pemanggilan dari Pihak Eksternal Perusahaan, serta menjalankan tugas lainnya.

- b. Operations Committee Performance Assessment
Throughout 2022, Operations Committee has conducted and attended 24 meetings, including Board of Commissioners meetings, Board of Commissioners Meetings with Board of Directors and/or Management, Audience with Shareholders, Internal Operations Committee Meetings, Monthly Operations Committee Meetings with the Operations Team (including Production, Operations, GA, and Cordev), and performed its duties.

- c. Nomination & Remuneration Committee Performance Assessment

Throughout 2022, Nomination & Remuneration Committee has conducted and attended meetings 6 times, including Board of Commissioners meetings, Board of Commissioners Meetings with Board of Directors and/or Management, Audience with Shareholders, and Invitations from External Parties of the Company, as well as carrying out other duties.

DIREKSI

Direksi bertugas dan bertanggung jawab mengurus dan mengelola Perusahaan, serta membuat kebijakan-kebijakan yang berkaitan dengan manajemen dan kegiatan operasional Perusahaan. Dalam menjalankan tugas dan tanggung jawabnya Direksi dibantu Fungsi Internal Audit, Sekretaris Perusahaan, dan Fungsi Manajemen Risiko, dalam mengelola dampak ekonomi, lingkungan, dan sosial.

Ketentuan Masa Jabatan

Masa jabatan Anggota Direksi ditetapkan selama 3 (tiga) tahun, dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan.

Komposisi dan Masa Jabatan Direksi

Di sepanjang tahun 2022 terdapat perubahan susunan Direksi sebagaimana telah menjadi keputusan RUPS.

BOARD OF DIRECTORS

Board of Directors is in charge and responsible for handling and managing the Company, as well as making policies related to the management and operational activities of the Company. In carrying out its duties and responsibilities, Board of Directors is assisted by Internal Audit Function, Corporate Secretary, and Risk Management Function, in managing economic, environmental, and social impacts.

Term of Office

The term of office of Members of Board of Directors is set for 3 (three) years, and are eligible for reappointment for 1 (one) term of office.

Board of Directors Composition and Term of Office

Throughout 2022, there were changes in the Board of Directors composition as decided by the GMS.

Kronologi Perubahan Susunan Direksi di Sepanjang Tahun 2022
Chronology of Changes in the Board of Directors Composition throughout 2022

Periode 1 Januari s.d 4 April 2022 Period January 1 to April 4, 2022	Periode 4 April s.d 31 Desember 2022 Period April 4 to December 31, 2022	Keterangan Description
Ageng Giriyo (Direktur Utama) (President Director)		Ageng Giriyo tidak lagi menjabat Direktur Utama sejak 3 Januari 2022 dengan alasan Masa Jabatan Berakhir. Ageng Giriyo no longer served as President Director since January 3, 2022 due to the end of term of office.
Werry Prayogi (Direktur Operasi) (Director of Operations)	Werry Prayogi (Direktur Utama) (President Director)	Werry Prayogi diangkat untuk menjabat Direktur Utama sejak 4 April 2022. Werry Prayogi was appointed to serve as President Director since April 4, 2022.
Sari Istiani Rachmi (Direktur Sales & Marketing)	Sari Istiani Rachmi (Direktur Sales & Marketing) (Director of Sales & Marketing)	-

Periode 1 Januari s.d 4 April 2022 Period January 1 to April 4, 2022	Periode 4 April s.d 31 Desember 2022 Period April 4 to December 31, 2022	Keterangan Description
Catur Dermawan (Direktur <i>Finance & Business Support</i>) (Director of Finance & Business Support)	Catur Dermawan (Direktur <i>Finance & Business Support</i>) (Director of Finance & Business Support)	-
	Sigit Pranowo (Direktur Operasi) (Director of Operations)	Sigit Pranowo menjabat Direktur Operasi sejak 4 April 2022. Sigit Pranowo was appointed as Director of Operations since April 4, 2022.

Susunan Direksi per 31 Desember 2022
Board of Directors Composition as of December 31, 2022

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Term of Office
Werry Prayogi	Direktur Utama President Director	- Sebagai Direktur Utama: Akta No. 22 tanggal 12 April 2022. - Sebagai Direktur Operasi: Akta No. 19 tanggal 28 Juli 2021 - As President Director: Deed No. 22 dated April 12, 2022. - As Director of Operations: Deed No. 19 dated July 28, 2021	4 April 2022 s.d 3 April 2024 April 4, 2022 to April 3, 2024
Sigit Pranowo	Direktur Operasi Director of Operations	Akta No. 22 tanggal 12 April 2022. Deed No. 22 dated April 12, 2022.	4 April 2022 s.d 3 April 2024 April 4, 2022 to April 3, 2024
Sari Istiani Rachmi	Direktur Sales & Marketing Director of Sales & Marketing	Akta No. 43 tanggal 31 Mei 2021 Deed No. 43 dated May 31, 2021	5 Mei 2021 s.d 4 Mei 2024 May 5, 2021 to May 4, 2024
Catur Dermawan	Direktur <i>Finance & Business Support</i> Director of Finance & Business Support	Akta No. 19 tanggal 28 Juli 2021 Deed No. 19 dated July 28, 2021	26 Juli 2021 s.d 25 Juli 2024 July 26, 2021 to July 25, 2024

Profil masing-masing Direksi dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

The profile of each of Board of Directors can be seen in the Company Profile chapter in this annual report.

Pedoman Kerja dan Tata Tertib Direksi (*Board Manual*)

Dalam melaksanakan tugas dan tanggung jawabnya, Direksi merujuk pada Pedoman Kerja (*Board Manual*) Pertamina Lubricants. *Board Manual* disusun merujuk pada Peraturan Menteri Negara BUMN No.PER-01/MBU/2011 tanggal 1 Agustus 2011, juncto Peraturan Menteri Negara BUMN No. PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN. Board Manual telah ditandatangani Direksi dan Dewan Komisaris pada bulan Desember 2016.

Board of Directors Board Manual

In performing their duties and responsibilities, Board of Directors refers to Pertamina Lubricants' Board Manual. The Board Manual was prepared in accordance with the Minister of State-Owned Enterprises Regulation No.PER-01/ MBU/2011 dated August 1, 2011, in conjunction with the Minister of State-Owned Enterprises Regulation No. PER-09/MBU/2012 dated July 6, 2012, on the Good Corporate Governance (GCG) implementation in SOE. The Board Manual was signed by Board of Directors and Board of Commissioners in December 2016.

Tugas dan Tanggung Jawab Direksi

Tugas dan tanggung jawab Direksi diatur dalam Anggaran Dasar dan *Board Manual* antara lain sebagai berikut:

1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.
2. Dalam menjalankan tugas sebagaimana dimaksud pada butir 1 diatas, maka Direksi berwenang untuk:
 - a. Menetapkan kebijakan dalam memimpin pengurusan Perusahaan;
 - b. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk pembinaan Pekerja, penetapan upah dan penghasilan lain, pesangon dan/atau penghargaan atas pengabdian serta manfaat pensiun bagi para Pekerja Perusahaan berdasarkan peraturan perundang-undangan yang berlaku dan/atau keputusan RUPS;
 - c. Mengatur dan memberhentikan Pekerja Perusahaan berdasarkan peraturan kepegawaian dan peraturan perundang-undangan yang berlaku;
 - d. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perusahaan di dalam dan di luar pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang Pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada pihak lain.
 - e. Direksi dapat mengangkat dan memberhentikan Sekretaris Perusahaan berdasarkan aturan dan ketentuan yang berlaku; dan
 - f. Menjalankan tindakan-tindakan lainnya baik mengenai pengurusan maupun mengenai pemilikan kekayaan Perusahaan, sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan yang berlaku.
3. Dalam melaksanakan tugas sebagaimana dimaksud pada butir di atas, maka Direksi berkewajiban untuk:
 - d. Mencurahkan tenaga, pikiran, perhatian dan pengabdian secara penuh pada tugas, kewajiban dan pencapaian tujuan Perusahaan;
 - e. Menyiapkan Rencana Kerja Jangka Panjang Perusahaan (RJPP) yang merupakan rencana strategis yang memuat sasaran dan tujuan Perusahaan yang hendak dicapai dalam jangka waktu 5 (lima) tahun, yang telah ditandatangani bersama dengan Dewan Komisaris disampaikan kepada RUPS untuk mendapatkan pengesahan;

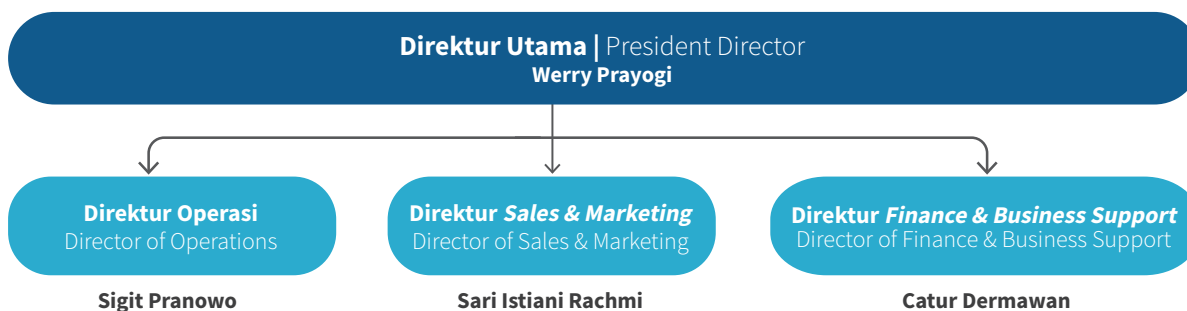
Board of Directors Duties and Responsibilities

The duties and responsibilities of Board of Directors are regulated in the Articles of Association and Board Manual, among others, as follows:

1. Board of Directors is in charge of carrying out all actions related to the Company's management for the Company's interests and in accordance with the purposes and objectives of the Company as well as representing the Company both inside and outside the Court on all matters and all events with restrictions as stipulated in the laws and regulations, Articles of Association, and/or the GMS resolutions.
2. In carrying out the duties as referred to in point 1 above, Board of Directors is authorized to:
 - a. Establish policies in leading the Company's management;
 - b. Regulate the provisions regarding the Company's employment including the development of Workers, determination of wages and other income, severance pay and/or appreciation for service and retirement benefits for the Company's Workers based on the prevailing laws and regulations and/or GMS resolutions;
 - c. Manage and dismiss the Company's Workers based on the employment regulations and prevailing laws and regulations;
 - d. Regulate the delegation of Board of Directors' power to represent the Company in and out of court to one or several members of Board of Directors specifically appointed for that purpose or to one or several Company Workers either individually or jointly or to other parties.
 - e. The Board of Directors may appoint and dismiss the Corporate Secretary based on the applicable rules and regulations; and
 - f. Carry out other actions both regarding management and ownership of the Company's assets, in accordance with the provisions stipulated in the Articles of Association and those stipulated by the GMS based on the prevailing laws and regulations.
3. In carrying out the duties as referred to in the point above, Board of Directors is obliged to:
 - d. Devote their full energy, thoughts, attention and devotion to their duties, obligations and the achievement of the Company's objectives;
 - e. Prepare the Company's Long-Term Work Plan (RJPP) which is a strategic plan containing the Company's goals and objectives to be achieved within a period of 5 (five) years, which has been signed together with the Board of Commissioners and submitted to the GMS for ratification;

- f. Menyiapkan rancangan Rencana Kerja dan Anggaran Perusahaan (RKAP) yang merupakan penjabaran tahunan dari RJPP dan selanjutnya disampaikan kepada RUPS untuk mendapatkan pengesahan;
 - g. Mengadakan dan memelihara pembukuan dan administrasi Perusahaan sesuai kelaziman yang berlaku bagi suatu Perusahaan;
 - h. Dalam waktu 6 (enam) bulan setelah tahun buku Perusahaan ditutup, menyampaikan Laporan Tahunan yang telah ditandatangani oleh Direksi dan Dewan Komisaris kepada RUPS untuk mendapatkan pengesahan;
 - i. Menyusun sistem akuntansi sesuai dengan standar Akuntansi keuangan dan berdasarkan prinsip-prinsip pengendalian internal, terutama fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;
 - j. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan jalannya Perusahaan berupa laporan kegiatan Perusahaan termasuk Laporan Keuangan baik dalam bentuk laporan berkala menurut cara dan waktu yang ditentukan dalam Anggaran Dasar ini serta setiap kali diminta oleh RUPS.
 - k. Menyiapkan dan menetapkan susunan organisasi Perusahaan lengkap dengan perincian dan tugasnya;
 - l. Memberikan penjelasan tentang segala hal yang dinyatakan atau diminta anggota Dewan Komisaris;
 - m. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar Perusahaan dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan; dan
 - n. Mematuhi ketentuan-ketentuan lain yang berlaku di induk Perusahaan dan dinyatakan berlaku bagi Perusahaan dan/atau ketentuan-ketentuan lain yang ditetapkan dan disetujui oleh RUPS.
4. Setiap anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perusahaan dengan mematuhi peraturan perundang-undangan yang berlaku.
 5. Setiap anggota Direksi bertanggung jawab penuh secara pribadi apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perusahaan, kecuali apabila anggota Direksi yang bersangkutan dapat membuktikan bahwa:
 - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
 - b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perusahaan;
 - c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; dan
 - d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.
- f. Prepare the draft of the Company's Work Plan and Budget (RKAP) which is an annual elaboration of the RJPP and subsequently submitted to the GMS for ratification;
 - g. To organize and maintain the Company's bookkeeping and administration in accordance with the prevailing customs for a Company;
 - h. Within 6 (six) months after the Company's fiscal year is closed, submit the Annual Report that has been signed by the Board of Directors and Board of Commissioners to the GMS for ratification;
 - i. Prepare an accounting system in accordance with financial accounting standards and based on the principles of internal control, especially the functions of management, recording, storage and supervision;
 - j. Provide accountability and all information about the state of the Company's operations in the form of reports on the Company's activities including Financial Statements both in the form of periodic reports according to the manner and time specified in these Articles of Association and whenever requested by the GMS.
 - k. Prepare and determine the Company's organizational structure complete with details and duties;
 - l. Provide explanations on all matters stated or requested by members of Board of Commissioners;
 - m. Carry out other obligations in accordance with the provisions stipulated in the Company's Articles of Association and those stipulated by the GMS based on laws and regulations; and
 - n. Comply with other provisions applicable in the parent Company and declared applicable to the Company and/or other provisions stipulated and approved by the GMS.
4. Each member of Board of Directors shall in good faith and with full responsibility perform duties for the interest and business of the Company in compliance with the prevailing laws and regulations.
 5. Each member of Board of Directors shall be personally liable if he/she is guilty or negligent in performing his/her duties for the interest and business of the Company, unless the member of Board of Directors concerned can prove that:
 - a. The loss is not due to his/her fault or negligence;
 - b. He/she has conducted the management in good faith and prudence for the interest and in accordance with the purposes and objectives of the Company;
 - c. Has no conflict of interest either directly or indirectly over the management actions that resulted in the loss; and
 - d. Has taken measures to prevent the incidence or continuation of such losses.

Pembagian Tugas Direksi
Board of Directors' Division of Duties



Dalam menjalankan kegiatannya, anggota Direksi Perusahaan membagi tugas dan tanggung jawab sebagai berikut:

In carrying out their activities, members of the Company's Board of Directors divide their duties and responsibilities as follows:

Werry Prayogi
(Direktur Utama) | (President Director)

Fungsi:

Memimpin dan mengurus Perusahaan sesuai dengan kepentingan dan tujuan Perusahaan untuk mengelola, dan mengembangkan usaha minyak lumas, gemuk lumas, dan *specialities* dengan tujuan untuk memperoleh keuntungan maksimal.

Function:

Lead and manage the Company according to the Company's interests and objectives to manage and develop the business in lubricating oil, lubricating grease, and specialties to earn maximum profits

Tugas dan Tanggung Jawab:

1. Memberikan arahan, dan mengendalikan kebijakan visi, misi, dan strategi Perusahaan;
2. Mengembangkan dan meningkatkan pertumbuhan usaha minyak lumas, gemuk lumas, dan *specialities*, di dalam negeri maupun secara selektif di luar negeri;
3. Menetapkan strategi usaha minyak lumas, gemuk lumas, dan *specialities*, jangka pendek maupun jangka panjang, untuk memperoleh keuntungan usaha maksimal;
4. Mengevaluasi strategi usaha minyak lumas, gemuk lumas, dan *specialities*, dengan mempertimbangkan faktor internal dan eksternal;
5. Melakukan evaluasi risiko strategi pengembangan usaha;
6. Menetapkan kerja sama kemitraan/aliansi untuk pengembangan usaha;
7. Mengembangkan usaha melalui strategi aliansi, merger, ataupun akuisisi;
8. Menetapkan target pemasaran pelumas untuk masing-masing wilayah, atau negara tujuan pemasaran;
9. Menetapkan ukuran kinerja produksi, pemasaran pelumas, pengembangan produk, dan fungsi penunjang lainnya serta melakukan evaluasi;
10. Membina dan mengembangkan SDM (karier struktural maupun spesialis) di lingkungan Perusahaan.

Duties and Responsibilities:

1. Provide direction and control the Company's vision, mission, and strategy;
2. Develop and accelerate the growth of lubricating oil, lubricating greases, and specialties businesses, domestically and selectively abroad;
3. Establish short and long term business strategies for lubricating oil, lubricating grease, and specialties to earn maximum profit;
4. Evaluate the business strategy of lubricating oil, lubricating grease, and specialties by considering internal and external factors;
5. Evaluate the business risks of development strategies;
6. Establish partnership/alliance for developing business;
7. Develop businesses through an alliance, merger or acquisition;
8. Determine lubricants marketing targets for each region, or the destination country for marketing;
9. Determine measurement of production performance, lubricants marketing, product development, and other supporting functions as well as conduct evaluations;
10. Foster and develop HC (careers and specialists) in the Company.

Sigit Pranowo

(Direktur Operasi) | (Director of Operations)

Fungsi:

Mengelola kegiatan produksi dan distribusi pelumas (minyak dan gemuk lumas) secara efektif dan efisien untuk mencapai target yang ditetapkan.

Function:

Manage the production and distribution of lubricants (oil and grease) effectively and efficiently to achieve the set targets

Tugas dan Tanggung Jawab:

Menyusun strategi produksi pelumas untuk mencapai target yang ditetapkan dan kemudian mengimplementasikannya.

1. Mengevaluasi pola dan tingkat kebutuhan pelumas, kemampuan *Production Unit* dan kebijakan umum Perusahaan di bidang usaha pelumas untuk menyusun strategi produksi pelumas;
2. Menyusun strategi produksi meliputi pengadaan bahan baku/bahan pembantu, strategi pelaksanaan produksi pelumas, strategi pengembangan sarana/fasilitas produksi untuk mencapai target yang ditetapkan.

Duties and Responsibilities:

Develop a lubricants production strategy to achieve the set target and then implement it.

1. Evaluate the pattern and level of lubricants requirements, the ability of the Production Unit and the Company's general policy in the field of lubricants to develop a lubricants production strategy;
2. Develop a production strategy including the procurement of raw materials/auxiliary materials, the strategy of implementing the lubricants production, the strategy of developing facilities/production facilities to achieve the set targets;

Menyelenggarakan kegiatan perencanaan dan pengendalian produksi pelumas berjalan efektif dan efisien.

1. Mengoordinasikan kegiatan perencanaan dan pengendalian produksi pelumas untuk memenuhi target/kebutuhan pemasaran;
2. Mengoordinasikan kegiatan perencanaan dan pengendalian pengadaan bahan baku/bahan pembantu untuk menunjang kelancaran/kebutuhan produksi;
3. Mengoordinasikan kegiatan perencanaan dan pengendalian biaya agar produksi berjalan efisien;
4. Mengoordinasikan kegiatan pengembangan dan optimalisasi sarana/fasilitas dalam rangka pembinaan untuk menjaga keandalannya.

Carry out effective and efficient planning and control of lubricants production;

1. Coordinate the planning and control of lubricants production to meet marketing targets/ needs;
2. Coordinate the planning and control activities of procurement of raw materials/auxiliary materials to support the smoothness/ needs of production;
3. Coordinate planning and cost control activities so that production runs efficiently;
4. Coordinate the development and optimization of facilities to maintain reliability;

Menyelenggarakan kegiatan operasi produksi pelumas untuk memenuhi target/kebutuhan Pemasaran.

1. Mengoordinasikan/menetapkan kebijakan produksi pelumas masing-masing *Production Unit* untuk memenuhi kebutuhan pemasaran;
2. Mengoordinasikan/menetapkan sistem dan prosedur operasi produksi dan pengendalian kualitas agar produksi berjalan efektif dan efisien;
3. Mengoordinasikan/menetapkan kebijakan pemeliharaan dalam rangka pembinaan sarana/fasilitas;

Carry out lubricants production to meet the target/needs of marketing;

1. Coordinate/determine lubricants production policies for each Production Unit to meet marketing needs;
2. Coordinate/establish systems and procedures for production operations and quality control to run effective and efficient production;
3. Coordinate/determine maintenance policies to develop facilities;

Menyelenggarakan kegiatan pengadaan <i>imported finished products</i>, bahan baku/bahan pembantu pelumas untuk memenuhi kebutuhan produksi. 1. Mengkoordinasikan kegiatan perencanaan proses pengadaan bahan baku/bahan pembantu pelumas untuk memenuhi kebutuhan produksi; 2. Mengkoordinasikan pelaksanaan kegiatan pengadaan bahan baku/bahan pembantu agar berjalan efektif, efisien, dan tepat mutu; 3. Mengkoordinasikan penyusunan sistem dan prosedur pengadaan material agar kegiatan pengadaan berjalan secara efektif, efisien, dan sesuai kebijakan umum perusahaan dan peraturan lainnya; 4. Menyelenggarakan <i>imported finished products</i> yang belum dapat dibuat di dalam negeri sesuai kebutuhan pasar.	Carry out the procurement of imported finished products, raw materials/auxiliary materials of lubricants to meet production needs; 1. Coordinate the planning activities of raw materials/auxiliary materials procurement process to meet the production needs; 2. Coordinate the procurement of raw materials/auxiliary materials to run effectively, efficiently, and right quality; 3. Coordinate the preparation of systems and procedures of material procurement for effective and efficient procurement and in accordance with the Company's general policies and other regulations; 4. Import of finished products according to the market demands that cannot be domestically produced;
Menyelenggarakan kegiatan distribusi pelumas (minyak dan gemuk lumas) ke <i>Depot Supply Point</i> (DSP) sesuai dengan kebutuhan pemasaran secara efektif dan efisien. 1. Menyusun strategi distribusi untuk menjamin kelancaran distribusi sehingga dicapai distribusi yang efektif dan efisien; 2. Mengkoordinasikan persediaan produk minyak lumas dan gemuk lumas yang berada di DSP sehingga diperoleh persediaan yang optimal; 3. Menyusun kegiatan penyaluran produk minyak lumas dan gemuk lumas dari Gudang Nusantara ke DSP; 4. Mengevaluasi tarif angkutan produk minyak lumas dan gemuk lumas.	Carry out effective and efficient distribution activities of lubricants (oil and grease) to the Depot Supply Point (DSP) according to the marketing needs; 1. Develop distribution strategies to ensure smooth distribution to achieve effective and efficient distribution; 2. Coordinate the supply of lubricating oil products and grease in the DSP to optimize inventory; 3. Prepare the distribution of oil and grease lubricating products from Gudang Nusantara to DSP; 4. Evaluate the tariff for transporting oil and greases products;
Pembinaan sumber daya manusia di lingkungan Direktorat Produksi untuk mewujudkan sistem kerja yang produktif.	Develop human resources in the Directorate of Production to realize a productive work system;
Melaksanakan tugas lain dari atasan yang relevan dengan bidang tugasnya dalam Perusahaan.	Carry out other duties from superiors relevant to the Company's line of business.

Sari Istiani Rachmi

(Direktur Sales & Marketing) | (Director of Sales & Marketing)

Fungsi:

Menyusun, melaksanakan, dan mengevaluasi strategi pemasaran dan penjualan produk pelumas, melakukan kegiatan pemasaran dan penjualan produk pelumas, *grease*, dan *specialties*, baik untuk pasar domestik maupun pasar luar negeri, guna memperoleh keuntungan usaha yang maksimal, mengelola pelanggan besar (*key account*) serta memberikan pelayanan teknis kepada pelanggan.

Tugas dan Tanggung Jawab:

1. Menyusun dan mengevaluasi strategi pemasaran produk pelumas, *grease*, dan *specialties*, dengan mempertimbangkan faktor internal dan eksternal, baik untuk pasar domestik maupun pasar *overseas*;
2. Menetapkan program dan strategi promosi *above the line*, dan *below the line*, tingkat nasional dan internasional;
3. Melakukan evaluasi harga jual produk pelumas, *grease*, dan *specialties*, dan mengusulkan penetapannya;
4. Mengevaluasi dan menyusun strategi jaringan pemasaran produk pelumas, *grease*, dan *specialties*;
5. Mengevaluasi posisi produk eksisting dan mengusulkan pengembangan produk baru, sesuai hasil analisis pasar;
6. Mengelola kegiatan *marketing intelligence*;
7. Mengelola brand produk pelumas, *grease*, dan *specialties*;
8. Mengelola kegiatan promosi dan komunikasi produk melalui media komunikasi yang relevan;
9. Mengelola dan mengembangkan layanan keluhan pelanggan;
10. Menetapkan strategi penjualan berdasarkan strategi pemasaran yang telah ditetapkan;

Duties and Responsibilities:

1. Develop and evaluate marketing strategies for lubricants, grease, and specialties products by considering internal and external factors, both for the domestic and overseas markets;
2. Determine programs and strategies for above the line and below the line promotions at national and international levels;
3. Evaluate the selling price of lubricants products, grease, and specialties products, and propose the price determination;
4. Evaluate and design network marketing strategies for lubricants, grease, and specialties products;
5. Evaluate the position of existing products and propose developing new products according to the results of market analysis;
6. Manage marketing intelligence activities;
7. Manage brands of lubricants, greases, and specialties;
8. Manage promotional activities and product communications through relevant communication media;
9. Manage and develop customer complaint services;
10. Establish sales strategies based on established marketing strategies;

Function:

Develop, implement, and evaluate marketing and sales strategies of lubricants products as well as to conduct marketing and sales of lubricants products, grease, and specialties for domestic and overseas markets to earn maximum business profit, manage large customers (*key accounts*), and provide technical services to customers.

11. Mengkoordinasikan pelaksanaan kegiatan penjualan produk pelumas, *grease*, dan *specialties* baik untuk pasar domestik maupun pasar *overseas*;
12. Melakukan evaluasi kegiatan penjualan produk pelumas, *grease*, dan *specialties* baik untuk pasar domestik maupun pasar *overseas*;
13. Melakukan analisa risiko dari kegiatan penjualan yang dilakukan;
14. Melakukan evaluasi kondisi ekonomi maupun kondisi pasar pelumas domestik dan *overseas*;
15. Melakukan evaluasi calon pemasar, jaringan distribusi, dan retail outlet pelumas domestik dan *overseas*;
16. Melakukan kompilasi dan analisis data hasil penjualan pelumas domestik dan *overseas*;
17. Menyusun target, memonitor pencapaian penjualan, maupun analisis PL untuk masing-masing region di domestik, dan negara operasi *overseas*;
18. Melakukan kompilasi permintaan produk untuk penjualan di seluruh Sales Region di dalam negeri maupun untuk pasar *overseas*;
19. Menjaga tingkat persediaan stok produk pelumas di *Depot Supply Point* dan *Sales Point*;
20. Menyusun laporan manajemen perihal kinerja seluruh penjualan secara periodik;
21. Pembinaan SDM di bawah Direktorat Sales & Marketing untuk mewujudkan sistem kerja yang produktif;
22. Melaksanakan tugas lain dari Direktur Utama yang relevan dengan bidang tugasnya.

11. Coordinate the implementation of sales activities of lubricants, grease, and specialties products for both domestic and overseas markets;
12. Evaluate the lubricants, grease, and specialties products sales of domestic and overseas markets;
13. Determine sales strategies based on set marketing strategies;
14. Evaluate economic conditions as well as domestic and overseas lubricants market conditions;
15. Evaluate potential marketers, distribution networks, and retail outlets for domestic and overseas lubricants;
16. Compile and analyze data on the results of domestic and overseas lubricants sales;
17. Set targets, monitor sales achievements, and analyze PL for each region in the domestic and overseas operating countries;
18. Compile product demands for sales in all Sales Regions in the domestic and overseas markets;
19. Maintain inventory levels of lubricants product stocks at Depot Supply Points and Sales Points;
20. Prepare management reports regarding the performance of all sales periodically;
21. Develop Human Resources under the Directorate of Sales & Marketing to realize a productive work system;
22. Carry out other duties from the President Director relevant to their area of work.

Catur Dermawan(Direktur *Finance & Business Support*) (Director of Finance & Business Support)**Fungsi:**

Menyusun, melaksanakan, dan mengevaluasi strategi keuangan Perusahaan, pengelolaan dan pengembangan SDM, serta pemenuhan unsur-unsur penunjang yang diperlukan jalannya Perusahaan.

Arrange, doing, and evaluate financial strategy Company, management and HC development, and fulfillment elements support that path is needed Company.

Tugas dan Tanggung Jawab:

1. Mengelola perencanaan keuangan, manajemen risiko keuangan dan melakukan analisa atas kinerja keuangan Perusahaan;
2. Mengkoordinir perumusan Strategi Jangka Panjang sebagai dasar perumusan Rencana Kerja dan Anggaran Perusahaan (RKAP) dengan bekerja sama dengan Direksi lainnya;
3. Memberlakukan langkah-langkah yang dapat mengurangi dan menanggulangi berbagai jenis risiko finansial yang dapat dihadapi oleh perusahaan dengan berkoordinasi dengan Direksi lainnya;
4. Memastikan agar seluruh unit usaha dan wilayah kerja perusahaan mematuhi kebijakan dan *Standard Operating Procedure* (SOP) keuangan yang berlaku untuk masing-masing fungsi sesuai dengan rencana yang telah disetujui (*business units oversight*);
5. Memastikan ketersediaan dana operasional yang dibutuhkan oleh perusahaan untuk kegiatan operasional sehari-hari, dengan melakukan koordinasi erat dengan para pimpinan unit usaha;
6. Memastikan konsolidasi keuangan yang akurat dan tepat waktu untuk keperluan pelaporan kepada Direksi dan Komisaris Perusahaan;
7. Merencanakan, melaksanakan, dan melakukan evaluasi kerja sama perusahaan dengan lembaga keuangan baik dalam negeri maupun luar negeri;
8. Merencanakan, dan mengembangkan kebijakan serta sistem pengelolaan SDM;
9. Mengontrol fungsi manajemen SDM agar dapat menunjang, dan meningkatkan kinerja SDM dalam mencapai target perusahaan;
10. Merencanakan, melaksanakan, dan mengelola aktivitas-aktivitas pendukung perusahaan, seperti aspek legal, *IT Support*, telekomunikasi, dan lain-lain.

Duties and Responsibilities:

1. Manage financial planning, financial risk management, and analyze the Company's financial performance;
2. Coordinate the formulation of the Long-Term Strategy as the basis for the formulation of the Company's Work Plan and Budget (WP&B) in collaboration with other Directors;
3. Implement measures that can reduce and overcome various types of financial risks that may be faced by the Company by coordinating with other Directors;
4. Ensure all business units and work areas comply with policies and Standard Operating Procedures (SOPs) finance in each function in accordance with agreed plans (business units oversight);
5. Ensure the availability of operational funds needed by the Company for daily operational activities, by coordinating closely with business unit leaders;
6. Ensure accurate and timely financial consolidation for reporting purposes to the Board of Directors and Board of Commissioners of the Company;
7. Plan, implement, and evaluate cooperation with financial institutions in domestic and overseas;
8. Plan and develop HC management policies and systems;
9. Control the HC management function to support and improve HC performance in achieving targets;
10. Plan, implement, and manage supporting activities of the Company, such as legal aspects, IT Support, telecommunication, and others.

Program Pengenalan Perusahaan bagi Direksi yang Baru

Perusahaan berkewajiban memberikan program pengenalan mengenai kondisi Perusahaan secara umum kepada Anggota Direksi baru, paling lambat 1 (satu) bulan sejak menjabat. Materi yang disampaikan meliputi pelaksanaan prinsip-prinsip GCG di Perusahaan; gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan panjang, posisi kompetitif, risiko, pengendalian internal, dan masalah strategis lainnya; serta keterangan mengenai kewajiban, tugas, tanggung jawab, dan hak-hak Direksi.

Company Orientation Program for New Directors

The Company is obliged to hold an Orientation Program regarding the general conditions of the Company to new members of Board of Directors no later than 1 (one) month after taking office. The material presented includes the implementation of GCG principles in the Company, a description of the Company about the objectives, nature, and scope of activities, financial and operating performance, strategy, short and long-term business plans, competitive position, risk, internal control, and other strategic issues; as well as information regarding the obligations, duties, responsibilities, and rights of Board of Directors.

Di tahun 2022 Perusahaan mengangkat Sigit Pranowo sebagai Direktur Operasi. Pelaksanaan program pengenalan Perusahaan dilakukan 4 April 2022 Kantor Pusat Pertamina Lubricants, Aula. 15 Pertamax Tower, Gedung Grha Pertamina dihadiri oleh seluruh jajaran Komisaris, Direksi, manajemen dan karyawan.



Informasi tentang Komite di Bawah Direksi

Per 31 Desember 2022 Perusahaan tidak memiliki komite yang berada di bawah Direksi.

TRANSPARANSI INFORMASI TENTANG DEWAN KOMISARIS DAN DIREKSI

KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

Keberagaman komposisi Dewan Komisaris dan Direksi merupakan kombinasi karakteristik yang diinginkan baik dari segi organ Komisaris, Direksi maupun anggota Direksi secara individu, sesuai dengan kebutuhan Perusahaan. Kombinasi tersebut ditentukan dengan cara memperhatikan keahlian, pengetahuan dan pengalaman yang sesuai pada pembagian tugas dan fungsi jabatan Direksi dalam mencapai tujuan Perusahaan. Dengan demikian, pertimbangan kombinasi karakteristik dimaksud akan berdampak dalam ketepatan proses pencalonan dan penunjukan individual Dewan Komisaris, anggota Direksi ataupun Direksi secara kolektif. Komposisi Dewan Komisaris dan Direksi yang beragam akan mendorong pengambilan keputusan yang lebih objektif dan komprehensif dikarenakan keputusan diambil dengan memperhatikan berbagai sudut pandang.

Saat ini, Perusahaan belum memiliki kebijakan khusus yang tertulis tentang keberagaman komposisi Dewan Komisaris dan Direksi. Namun, kebijakan yang dijalankan terkait susunan komposisi Dewan Komisaris dan Direksi disesuaikan dengan struktur organisasi dan kebutuhan akan pengelolaan serta pengembangan kegiatan bisnis Perusahaan untuk pencapaian tujuan Perusahaan.

In 2022 the Company appointed Sigit Pranowo as Director of Operations. The Company's orientation program was held on April 4, 2022 at the Head Office of Pertamina Lubricant, Hall 15 of Pertamax Tower, Grha Pertamina Building attended by all Board of Commissioners, Board of Directors, management and employees.



Information on Committees under Board of Directors

As of December 31, 2022, the Company does not have any committee under the Board of Directors.

INFORMATION TRANSPARENCY ON BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

DIVERSITY OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The diversity of Board of Commissioners and Board of Directors composition is a combination of desirable characteristics in terms of Board of Commissioners, Board of Directors organ and individual members of Board of Directors, in accordance with the needs of the Company. The combination is determined by taking into account the appropriate expertise, knowledge and experience in the division of duties and functions of Board of Directors positions in achieving the Company's objectives. Thus, consideration of the combination of these characteristics will have an impact on the accuracy of the nomination and appointment process of individual members of Board of Commissioners, members of Board of Directors or Board of Directors collegially. The diversity of Board of Commissioners and Board of Directors composition will encourage more objective and comprehensive decision-making as decisions are made by considering various points of view.

Currently, the Company does not have a specific written policy on the diversity of Board of Commissioners and Directors composition. However, the policy implemented regarding Board of Commissioners and Board of Directors composition is adjusted to the organizational structure and the need for management and development of the Company's business activities to achieve the Company's objectives.

PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI

Pada dasarnya kinerja Dewan Komisaris dan Direksi dievaluasi oleh pemegang saham dalam RUPS. Secara umum, kinerja Dewan Komisaris ditentukan berdasarkan Kebijakan dan Kriteria Evaluasi Kinerja Dewan Komisaris dan Direksi.

Penilaian Kinerja Dewan Komisaris

Penilaian kinerja Dewan Komisaris dilakukan oleh pemegang saham berdasarkan Kontrak Manajemen yang disahkan melalui RUPS terkait pembahasan RKAP tahunan. Berikut disampaikan kebijakan dan kriteria penilaian kinerja Dewan Komisaris.

PERFORMANCE ASSESSMENT OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Basically, the performance of Board of Commissioners and Board of Directors is evaluated by shareholders in the GMS. In general, the performance of Board of Commissioners is determined based on the Policy and Criteria for Performance Assessment of Board of Commissioners and Board of Directors.

Board of Commissioners Performance Assessment

Board of Commissioners performance assessment is conducted by shareholders based on the Management Contract authorized through the GMS related to the discussion of annual RKAP. The following are the policies and criteria for assessing the Board of Commissioners' performance.

Kebijakan Umum General policy	Kriteria Evaluasi Kinerja Performance Evaluation Criteria
- Dewan Komisaris wajib menyampaikan laporan kinerja Dewan Komisaris dan anggota Dewan Komisaris untuk dievaluasi oleh Pemegang Saham dalam RUPS. - Hasil evaluasi terhadap kinerja Dewan Komisaris secara keseluruhan maupun secara individual akan menjadi bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi Anggota Dewan Komisaris. - Hasil evaluasi kinerja masing-masing anggota Dewan Komisaris secara individual merupakan salah satu dasar pertimbangan bagi Pemegang Saham untuk memberhentikan dan/atau menunjuk kembali anggota Dewan Komisaris yang bersangkutan. Hasil evaluasi kinerja tersebut merupakan sarana penilaian serta peningkatan efektivitas Dewan Komisaris.	Kriteria evaluasi kinerja Dewan Komisaris dan individu anggota Dewan Komisaris diajukan oleh Dewan Komisaris yang ditetapkan dalam RUPS adalah setidaknya-tidaknya sebagai berikut: 1. Penyusunan KPI pada awal tahun dan evaluasi pencapaiannya; 2. Tingkat kehadirannya dalam Rapat Dewan Komisaris, rapat koordinasi, maupun rapat dengan komite-komite yang ada; 3. Kontribusinya dalam proses pengawasan Perusahaan; 4. Keterlibatannya dalam penugasan-penugasan tertentu; 5. Komitmennya dalam memajukan kepentingan Perusahaan; 6. Ketaatan terhadap peraturan perundang-undangan yang berlaku, Anggaran Dasar, ketentuan RUPS, serta kebijakan Perusahaan.
- Board of Commissioners is required to submit a performance report of Board of Commissioners and members of Board of Commissioners to be evaluated by the Shareholders at the GMS. - The evaluation results of Board of Commissioners' performance as a whole and individually will become an integral part of the compensation scheme and the distribution of incentives for members of Board of Commissioners. - The individual performance evaluation results of each member of Board of Commissioners is one of the basic considerations for Shareholders to dismiss and/or reappoint the relevant member of Board of Commissioners. The performance evaluation results are a means of assessing and increasing the effectiveness of Board of Commissioners.	The criteria for evaluating Board of Commissioners and individual members of Board of Commissioners' performance proposed by the Board of Commissioners stipulated in the GMS are at least as follows: 1. Preparation of KPIs at the beginning of the year and evaluation of their achievements; 2. The level of attendance at Board of Commissioners' Meetings, coordination meetings, and meetings with existing committees; 3. Contribution to the Company's supervision process; 4. The involvement in certain assignments; 5. The commitment to advancing the interests of the Company; 6. Compliance with applicable laws and regulations, Articles of Association, GMS provisions, and Company policies.

Berikut disampaikan pencapaian target penilaian kinerja Dewan Komisaris selama tahun 2022.

The following shows the achievement of the Board of Commissioners' performance assessment targets for 2022.

Hasil Penilaian Kinerja Dewan Komisaris Tahun 2022
Board of Commissioners Performance Assessment Results in 2022

Parameter Parameter	Target Target	Realisasi Realization
Internal Dewan Komisaris Internal Board of Commissioners		
Rapat Dewan Komisaris Board of Commissioners Meeting	8	11
Pelatihan/pembelajaran anggota Dewan Komisaris Board of Commissioners training/learning	4	4
Kunjungan Dewan Komisaris ke lapangan (MWT) Board of Commissioners work visit (MWT)	4	5
Dewan Komisaris dengan Direksi Board of Commissioners with Board of Directors		
Pemberian arahan terkait usulan RKAP & RJPP Providing direction related to RKAP & RJPP proposal	1	3
Pemberian persetujuan/rekomendasi kepada Direksi Providing approval/recommendation to Board of Directors	6	10
Pemberian arahan dan evaluasi kinerja Anak Perusahaan Providing direction and evaluating the Subsidiaries' performance	4	7
Rapat gabungan Dewan Komisaris dengan Direksi Joint meeting of Board of Commissioners with Board of Directors	12	12
Dewan Komisaris dengan pemegang saham Board of Commissioners with shareholders		
Audiensi dengan PT Pertamina (Persero) / SH C&T Audience with PT Pertamina (Persero) / SH C&T	2	6
Dewan Komisaris dengan RUPS Board of Commissioners with GMS		
Rekomendasi Dewan Komisaris dalam RUPS/LB Perusahaan Board of Commissioners recommendations in the Company's AGMS/EGMS	2	6
Telaah Integrated Report Perusahaan Review of the Company's Integrated Report	1	2
Pembuatan usulan remunerasi Preparation of remuneration proposal	1	1

Penilaian Kinerja Direksi

Penilaian kinerja Direksi dilakukan oleh pemegang saham berdasarkan Kontrak Manajemen yang disahkan melalui RUPS terkait pembahasan RKAP tahunan. Berikut disampaikan kebijakan dan kriteria penilaian kinerja Direksi.

Board of Directors Performance Assessment

Board of Directors' performance assessment is conducted by the shareholders based on the Management Contract authorized through the GMS related to the Annual RKAP discussion. The following are the policies and criteria for assessing the Board of Directors' performance.

Kebijakan Umum General policy	Kriteria Evaluasi Kinerja Performance Evaluation Criteria
- Kinerja Direksi dari masing-masing Anggota Direksi akan dievaluasi oleh Dewan Komisaris dan disampaikan kepada Pemegang Saham dalam RUPS. - Hasil evaluasi terhadap kinerja Direksi secara keseluruhan maupun secara individual akan menjadi bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi Anggota Direksi.	Kriteria evaluasi kinerja Direksi ditetapkan dalam RUPS berdasarkan <i>Key Performance Indicator</i> (KPI). Kriteria kinerja Direksi juga dapat dilakukan secara individu yang diajukan oleh Dewan Komisaris untuk ditetapkan dalam RUPS, sebagai berikut: 1. Penyusunan KPI pada awal tahun dan evaluasi pencapaiannya; 2. Tingkat kehadirannya dalam Rapat Direksi maupun rapat dengan Dewan Komisaris; 3. Kontribusinya dalam aktivitas bisnis Perusahaan; 4. Keterlibatannya dalam penugasan-penugasan tertentu; 5. Komitmennya dalam memajukan kepentingan Perusahaan; 6. Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perusahaan; 7. Pencapaian target Perusahaan yang tertuang dalam RKAP dan Kontrak Manajemen.
- The performance of each Member of Board of Directors is evaluated by the Board of Commissioners and submitted to the Shareholders at the GMS. - Board of Directors' performance evaluation results as a whole and individually are an integral part of the compensation scheme and incentives for members of Board of Directors.	Criteria for performance evaluation of Board of Directors are determined in the GMS based on Key Performance Indicators (KPI). Board of Directors' performance can also be individually evaluated, submitted by the Board of Commissioners to be determined in the GMS, as follows: 1. Preparation of KPIs at the beginning of the year and achievement evaluation; 2. The attendance rate at the Board of Directors' Meetings and meetings with the Board of Commissioners; 3. Contribution to the Company's business activities; 4. Involvement in particular assignments; 5. Commitment to advancing the interests of the Company; 6. Compliance with applicable laws, regulations and Company policies; 7. Achievement of the Company's targets as set out in the WP&B and Management Contracts.

Berikut disampaikan pencapaian target KPI kinerja Direksi selama tahun 2022

The following is the KPI target achievement for Board of Directors' performance in 2022

Hasil Penilaian Kinerja Direksi Tahun 2022
Board of Directors Performance Assessment Results in 2022

No	Nama KPI KPI Name	Bobot (%) Weight (%)	Frekuensi Monitoring Monitoring Frequency	Unit	Target 2022 2022 Target	Target TW 4 4 th Quarter Realization	Realisasi Realization		% Realisasi terhadap Target TW 4 %Realization to Fourth Quarter Target	Adjusted Perform.	Weighted Perform. (%)	Weighted Perform. (%)
							TW 4	Audited				
Financial		30									27,37	27,33
1	Revenue	5	Quarterly	USD Mio	862,08	862,1	863,6	863,1	100,12%	100,12%	5,01	5,01
2	EBITDA PTPL	5	Quarterly	USD Mio	180,84	180,8	138,4	140,2	77,54%	77,54%	3,83	3,88
3	Net Income	5	Quarterly	USD Mio	139,43	139,4	108,0	106,7	76,54%	76,54%	3,87	3,83
4	Operating Cash Flow	5	Quarterly	IDR Bio	2.357,15	2.357,2	1.888,2	1.887,0	80,06%	80,06%	4,01	4,00
5	ROIC ≥ WACC	3	Quarterly	%	23,23	23,23	22,89	22,56	97,11%	97,11%	2,96	2,91
6	Collection Period	4	Quarterly	Hari	45	45	16	16	278,47%	110,00%	4,40	4,40
7	Cost per Liter	3	Quarterly	IDR/ Liter	2.638	2.638,0	2.051,02	2.051,02	128,62%	110,00%	3,30	3,30
Customer Focus		30									31,22	31,71
1	Sales Volume	8	Quarterly	KL	571.437	571.437	535.691	536.283	93,85%	93,85%	7,50	7,51
2	Net Promotor Score (NPS) dan Brand Equity Index (BEI)	7	Annually	%	100	100	112	112,29	112,29%	110,00%	7,70	7,70
3	Customer Satisfaction Index & Complaint Handling	7	Annually	%	100	100	116	116,22	116,22%	110,00%	7,70	7,70
4	Market Share Lubricants	8	Annually	%	57	57	59	62,84	110,25%	110,00%	8,32	8,80

No	Nama KPI KPI Name	Bobot (%) Weight (%)	Frekuensi Monitoring Monitoring Frequency	Unit	Target 2022 2022 Target	Target TW 4 4 th Quarter Realization	Realisasi Realization		% Realisasi terhadap Target TW 4 %Realization to Fourth Quarter Target	Adjusted Perform.	Weighted Perform. (%)	Weighted Perform. (%)
							TW 4	Audited				
Internal Process		25									27,50	27,50
1	Pabrik Katalis Merah Putih xxxxx xxxxx	6	Annually	%	100	100	110	110,00	110,00%	110,00%	6,60	6,60
2	Product Availability Management	8	Quarterly	%	100	100	124	123,82	123,82%	110,00%	8,80	8,80
	Demand Forecast Accuracy		Quarterly	%	65	65	70,4		115,43%	110,00%		
	OTIF (Indirect Channel)		Quarterly	%	97	97	99,3		176,67%	110,00%		
	OTIF (Direct Channel)		Quarterly	%	90	90	98,9		189,00%	110,00%		
	Ketahanan Stock		Quarterly	Hari	30-60	30-60	40,7		107,13%	107,13%		
	OEE		Quarterly	%	85	85	85,6		104,00%	104,00%		
3	Blocked Stock	5	Quarterly	%	20	20	23,3	23,30	116,50%	110,00%	5,50	5,50
4	HSSE Management System Performance	6	Quarterly	%	100	100	116	116,11	116,11%	110,00%	6,60	6,60
Learning & Growth		15									15,01	15,01
1	Strategic Initiatives Program	3	Quarterly	%	100	100	110	110,00	110,00%	110,00%	3,30	3,30
2	Leadership, Cultur Change, & Top Talent Pool	3	Quarterly	%	100	100	109	108,61	108,61%	108,61%	3,26	3,26
3	Investment in Research, Learning, & Development	3	Annually	%	5	5	5,45	5,45	109,04%	109,04%	3,27	3,27
4	Realisasi Investasi (ABI & Progress Fisik) xxxxxxx xxxxxxx	3	Quarterly	%	100	100,0	63,74	63,74	63,74%	63,74%	1,91	1,91
5	KSI & QMA Implementation	3	Quarterly	%	100	100	109	109,05	109,05%	109,05%	3,27	3,27
Total Performance		100									101,10	101,55
Boundary (Reward & Consequences)												
1	Number of Accident (NoA)*		Quarterly	#	0	0	3		3	3	-3	-3
2	GCG Implementation Compliance/ Pelaporan e-LHKPN		Annually	%	100	100	100		0	0	0	0
3	Peningkatan Nilai Sinergi Grup Pertamina Improved Synergy Value Group Pertamina		Quarterly	%	2	10	76		179	2	2	2
4	Pengelolaan Risiko Management Risk		Quarterly	%	100	100	100		100	0	0	0

No	Nama KPI KPI Name	Bobot (%) Weight (%)	Frekuensi Monitoring Monitoring Frequency	Unit	Target 2022 2022 Target	Target TW 4 4 th Quarter Realization	Realisasi Realization		% Realisasi terhadap Target TW 4 %Realization to Fourth Quarter Target	Adjusted Perform.	Weighted Perform. (%)	Weighted Perform. (%)
							TW 4	Audited				
5	Tindak Lanjut Rekomendasi Hasil Audit Internal & Eksternal Follow-up Recommendations Audit Results Internal & External		Quarterly	%	100	100	125		100	0	0	0
Total Performance		100									101,10	101,55

Keterangan: “angka *Number of Accident (NoA)*” yang ada pada *boundary* KPI merupakan angka kejadian yang ada di seluruh Pertamina Group
 Note: the “Number of Accident (NoA) number” in the KPI boundary is the number of incidents that occur throughout Pertamina Group.

Tata Kelola Nominasi Dewan Komisaris dan Direksi

Kebijakan terkait nominasi Anggota Dewan Komisaris dan/atau Direksi Pertamina Lubricants mengacu di antaranya, pada:

1. Peraturan Menteri BUMN No. PER-10/MBU/10/2020 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara;
2. Peraturan Menteri BUMN No. PER-11/MBU/07/2021 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.
3. Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Pemilihan dan pengangkatan Anggota Dewan Komisaris dan Direksi Perusahaan merupakan hak prerogatif PT Pertamina (Persero) sebagai Pemegang Saham Pengendali. Proses nominasi dan pengangkatan Anggota Dewan Komisaris dan/atau Direksi dilaksanakan berdasarkan perencanaan suksesi, kebutuhan Pertamina Group, hasil uji kelayakan dan kepatutan, serta kriteria dalam Anggaran Dasar Pertamina Lubricants.

Masa jabatan Anggota Dewan Komisaris dan/atau Direksi ditetapkan selama 3 (tiga) tahun, dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Anggota Dewan Komisaris dan/atau Direksi sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya. Jabatan Anggota Dewan Komisaris berakhir apabila:

- Masa jabatannya berakhir;
- Mengundurkan diri;
- Tidak lagi memenuhi persyaratan perundangan yang berlaku;
- Diberhentikan berdasarkan Keputusan RUPS;
- Meninggal dunia dalam masa jabatannya.

Board of Commissioners and Board of Directors Nomination Governance

Policies regarding the nomination of members of Board of Commissioners and/or Board of Directors of Pertamina Lubricants refer to:

1. Minister of SOEs Regulation No. PER-10/MBU/10/2020, on Amendments to the Minister of State-Owned Enterprises Regulation Number PER-02/MBU/02/2015 concerning Requirements and Procedures of Appointment and Dismissal of Members of Board of Commissioners and Supervisory Board of State-Owned Enterprises;
2. Minister of SOEs Regulation No. PER-11/MBU/07/2021 on Requirements, Procedures of Appointment and Dismissal of Members of Board of Directors of a State-Owned Enterprise.
3. Minister of SOEs Regulation No. PER-3/MBU/03/2023 ON The Organization and Human Capital of State-Owned Business Enterprises.

The selection and appointment of Board of Commissioners and Board of Directors members of Pertamina Lubricants is the prerogative right of PT Pertamina (Persero) as the Controlling Shareholder. The nomination and appointment of members of Board of Commissioners and/or Board of Directors are carried out based on succession planning, Pertamina Group's needs, fit and proper test results, and criteria in the Articles of Association of Pertamina Lubricants.

The term of office Board of Commissioners and/or Board of Directors are determined for 3 (three) years and can be reappointed for 1 (one) office term. Members of Board of Commissioners and/or Board of Directors may be dismissed at any time based on a GMS resolution stating the reasons. Term of office of Board of Commissioners and Board of Directors shall terminate if:

- Term of office ends;
- Resigned;
- No longer meets the provisions of applicable laws;
- Dismissed based on GMS Resolution;
- Passed away during the term of office.

Pengangkatan Anggota Dewan Komisaris dan/atau Dewan Komisaris didasarkan pada pemenuhan persyaratan, keahlian, pengalaman dan latar belakang pendidikan menjadi pertimbangan utama, serta mengabaikan pertimbangan gender maupun faktor diskriminatif lain. Setiap Anggota Dewan Komisaris dan/atau Direksi wajib berpegang teguh pada prinsip independensi di dalam mengambil keputusan dan memimpin jalannya perusahaan, dengan mengutamakan kepentingan Pertamina Lubricants.

Tidak ada Anggota Direksi yang menjabat sebagai pejabat eksekutif senior. Namun sesuai struktur organisasi, Perusahaan memiliki pejabat eksekutif, yakni pejabat perusahaan yang bertanggung jawab langsung kepada Direksi, dan/atau mempunyai pengaruh yang signifikan terhadap kebijakan dan/atau operasional Perusahaan.

Tata Kelola Remunerasi Dewan Komisaris dan Direksi

Remunerasi Dewan Komisaris dan Direksi Perusahaan ditentukan dengan mengacu Surat Keputusan Direksi Pertamina No. Kpts-16/C00000/2013-S0 tanggal 25 Februari 2013 tentang Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan PT Pertamina (Persero). Sesuai ketentuan tersebut, Pemegang Saham menjadi satu-satunya pemangku kepentingan yang berhak menentukan besaran remunerasi yang harus dibayarkan Perusahaan kepada anggota Dewan Komisaris dan Direksi. Tidak ada pemangku kepentingan lain maupun pihak independen yang disertakan dalam penentuan besaran remunerasi untuk Dewan Komisaris dan/atau Direksi.

Dalam menetapkan remunerasi, Direksi membuat usulan tentang besaran remunerasi untuk Direksi dan Dewan Komisaris Perusahaan, lalu diajukan ke Dewan Komisaris. Usulan yang disampaikan memperhatikan berbagai faktor, termasuk pencapaian target dalam *Key Performance Indicators* (KPI) yang di dalamnya memuat target-target pengelolaan dampak terhadap ekonomi, lingkungan, sosial, dan tata kelola Perusahaan. Apabila Dewan Komisaris setuju maka akan dibuatkan surat jawaban persetujuan ke Direksi, setelah itu Direksi menyampaikan usulan dan persetujuan Dewan Komisaris ke Pemegang Saham saat RUPS.

Appointment of members of Board of Commissioners and/or Board of Commissioners is based on the qualification, expertise, experience and educational background as the main considerations, regardless of gender and other discriminatory factors. Each member of Board of Commissioners and/or the Board of Directors must adhere to the principle of independence in making decisions and leading the Company, by prioritizing the interests of Pertamina Lubricants.

There is no member of Board of Directors serving as a senior executive officer. However, according to the organizational structure, Pertamina Lubricants has executive officers who directly report to the Board of Directors, and/or have significant influence on the policies and/or operations of the Company.

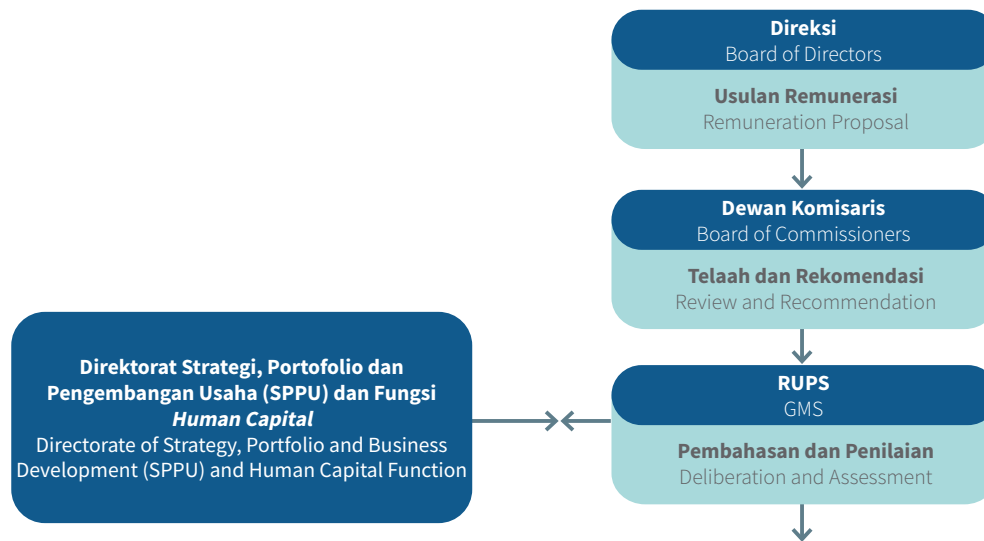
Board of Commissioners and Board of Directors Remuneration Governance

The remuneration of Pertamina Lubricants' Board of Commissioners and Board of Directors is determined according to Pertamina's Board of Directors Decree No. Kpts-16/C0000/2013-S0 dated February 25, 2013 on Guidelines for the Management of Pertamina's Subsidiaries and Joint Venture Companies. In accordance with these provisions, the Shareholders are the only stakeholders who are entitled to determine the amount of remuneration that must be paid by Pertamina Lubricants to members of Board of Commissioners and Board of Directors. There are no other stakeholders or independent parties involved in determining the amount of remuneration for Board of Commissioners and/or Board of Directors.

In determining the remuneration, Board of Directors prepares a proposal on the amount of remuneration for Board of Directors and Board of Commissioners of the Company, which is then submitted to the Board of Commissioners. The proposal takes into account various factors, including the achievement of Key Performance Indicators (KPI) targets, which contained targets for managing impacts on the economy, environment, social and governance of the Company. If the Board of Commissioners agrees, a letter of approval will be made to the Board of Directors. Afterward, Board of Directors submits the Board of Commissioners' proposal and approval of to the Shareholders at the GMS.

Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi Pertamina Lubricants

Procedure for Determining Remuneration of Board of Commissioners and Board of Directors of Pertamina Lubricants



Transparansi Remunerasi Dewan Komisaris dan Direksi Tahun 2022

Untuk tahun 2022, remunerasi anggota Dewan Komisaris dan Direksi Perusahaan telah ditetapkan melalui RUPS secara Sirkuler pada tanggal 22 Februari 2022; sedangkan imbalan kinerja atau tantiem untuk tahun buku 2021 ditetapkan melalui RUPS secara Sirkuler pada tanggal 6 Desember 2022. Struktur remunerasi Dewan Komisaris dan Direksi Perusahaan terdiri atas gaji/honorarium, dan tantiem.

Remunerasi dan tantiem yang diterima Dewan Komisaris dan Direksi tahun 2022 diuraikan di bawah ini.

Transparency of Board of Commissioners and Board of Directors Remuneration in 2022

For 2022, the remuneration of members of the Company's Board of Commissioners and Board of Directors has been determined through the GMS by Circular on February 22, 2022; while the performance reward or tantiem for 2021 fiscal year was determined through the GMS by Circular on December 6, 2022. The remuneration structure of the Company's Board of Commissioners and Board of Directors consists of salary/honorarium, and tantiem.

The remuneration and tantiem received by Board of Commissioners and Board of Directors in 2022 are described below.

Remunerasi Dewan Komisaris dan Direksi Tahun 2022

Board of Commissioners and Directors Remuneration in 2022

No.	Item	Direksi Board of Director	Dewan Komisaris Board of Commissioner
1	Gaji/Honorarium Salary/Honorarium	701.910.000	402.003.000
2	Tunjangan Allowances	137.500.000	80.400.600
3	THR Holiday Allowance	328.393.995	265.609.125
4	Tantiem	4.180.743.702	5.347.242.906
Jumlah Total (Rp)		5.020.153.702	5.829.646.506

RAPAT DEWAN KOMISARIS DAN DIREKSI

Merujuk pada Peraturan Menteri Negara BUMN No. PER-09/MBU/2012 tahun 2012 tentang perubahan atas Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara Dewan Komisaris dan Direksi dapat menyelenggarakan rapat secara berkala sekurang-kurangnya sekali dalam setiap bulan. Kegiatan rapat Dewan Komisaris dapat pula dilaksanakan sewaktu-waktu bila dipandang perlu, atas permintaan tertulis dari seorang atau lebih anggota Dewan Komisaris, atau pemegang saham pengendali disertai penjelasan mengenai hal-hal yang akan dibicarakan.

Rapat Dewan Komisaris dan Rapat Gabungan

Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh lebih dari ½ (satu per dua) jumlah anggota Dewan Komisaris. Semua keputusan dalam rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat. Apabila melalui musyawarah tidak tercapai mufakat, maka keputusan rapat Dewan Komisaris diambil dengan suara terbanyak.

Di sepanjang tahun 2022, Dewan Komisaris telah menyelenggarakan rapat sebanyak 23 kali, dengan tingkat rerata kehadiran mencapai 94%. Rapat tersebut dilaksanakan secara gabungan, dengan mengundang Direksi dan juga Komite-Komite. Selain rapat rutin tersebut, selama tahun 2022, Dewan Komisaris juga melaksanakan dan menghadiri 13 rapat/diskusi non rutin sesuai dengan tugas dan tanggung jawab masing-masing Komisaris, seperti undangan Rapat Koordinasi atau Audiensi dengan Pemegang Saham.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETINGS

Referring to the Minister of SOEs Regulation No. PER-09/MBU/2012 of 2012 concerning amendments to the Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011 on the implementation of Good Corporate Governance in state-owned enterprises, Board of Commissioners and Board of Directors can hold regular meetings at least once a month. Board of Commissioners meetings may also be held at any time deemed necessary, at the written request of one or more members of Board of Commissioners, or controlling shareholders accompanied by an explanation of the matters to be discussed.

Board of Commissioners Meetings and Joint Meetings

The Board of Commissioners meetings are valid and entitled to make binding decisions if attended or represented by more than ½ (one-half) of total members of Board of Commissioners. All decisions in the Board of Commissioners meetings are taken by deliberation to reach a consensus. If through deliberation a consensus cannot be reached, then the decision of Board of Commissioners meeting shall be taken by majority vote.

Throughout 2022, Board of Commissioners held 23 meetings, with an average attendance rate of 94%. The meetings were held in a joint session, inviting Board of Directors and Committees. In addition to these routine meetings, during 2022, Board of Commissioners also conducted and attended 13 non-routine meetings/discussions in accordance with the duties and responsibilities of each Commissioner, such as invitations to Coordination Meetings or Audience with Shareholders.

Frekuensi Kehadiran Dewan Komisaris dalam Rapat Internal Dewan Komisaris Tahun 2022

Attendance Frequency of Board of Commissioners in the Board of Commissioners Internal Meetings in 2022

Dewan Komisaris Board of Commissioners	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran Attendance
Budiarto Tedja (Komisaris Utama) (President Commissioner)*	(Commissioner)*	7	100
Patuan Alfon Simanjuntak (Komisaris) (Commissioner)	22	21	95
Ananda Tohpati (Komisaris) (Commissioner)	22	21	95
Wahyu Widodo (Komisaris) (Commissioner)*	7	6	86
Dewi Yustisiana (Komisaris Utama) (President Commissioner)*	15	15	100
Agustianto Batubara (Komisaris)* (Commissioner)*	15	13	87
Rata-rata		94	

*) Per tanggal 30 September, Dewi Yustisiana tidak lagi menjabat Komisaris Utama, posisinya digantikan oleh Budiarto Tedja. Pada kesempatan yang sama, Agustianto Batubara tidak lagi menjabat Komisaris, posisinya digantikan oleh Wahyu Widodo.

*) As of September 30, Dewi Yustisiana no longer served as President Commissioner and was replaced by Budiarto Tedja. On the same occasion, Agustianto Batubara no longer served as Commissioner and was replaced by Wahyu Widodo.

Risalah Rapat Dewan Komisaris Tahun 2022
Minutes of 2022 Board of Commissioners Meeting

No. Ris	Tanggal Date	Agenda	Agenda
Ris-001/DEKOM.PL/2022-S0	January 7, 2022	MSRKAP November - Desember 2021	MSRKAP November - December 2021
Ris-002/DEKOM.PL/2022-S0	January 28, 2022	MSRKAP Desember 2021	MSRKAP December 2021
Ris-003/DEKOM.PL/2022-S0	March 4, 2022	Kontrak Management dan KPI BOD PTPL	Management Contract and PTPL BOD KPIs
Ris-004/DEKOM.PL/2022-S0	April 14, 2022	MSRKAP Januari - Maret 2022	MSRKAP January - March 2022
Ris-005/DEKOM.PL/2022-S0	June 17, 2022	MSRKAP Kinerja April - Mei 2022	MSRKAP April - May 2022 Performance
Ris-006/DEKOM.PL/2022-S0	June 20, 2022	RKAP 2023 dan Rolling Out RJPP 2023 - 2027 PTPL	RKAP 2023 and Rolling Out RJPP 2023 - 2027 PTPL
Ris-007/DEKOM.PL/2022-S0	August 5, 2022	MSRKAP Kinerja Juni 2022	MSRKAP June 2022 Performance
Ris-008/DEKOM.PL/2022-S0	August 31, 2022	MSRKAP Kinerja Juli 2022	MSRKAP July 2022 Performance
Ris-009/DEKOM.PL/2022-S0	October 7, 2022	Meeting Internal Dekom	Board of Commissioners Internal Meeting
Ris-009A/DEKOM.PL/2022-S0	October 26, 2022	Meeting Internal Dekom	Board of Commissioners Internal Meeting
Ris-010/DEKOM.PL/2022-S0	October 27, 2022	MSRKAP Kinerja Agustus - September 2022	MSRKAP August -September 2022 Performance
Ris-010A/DEKOM.PL/2022-S0	November 11, 2022	Rapat Koordinasi Dekom dan Komite, serta Pembagian Tugas Dekom	Coordination Meeting of Board of Commissioners and Committees, as well as Board of Commissioners' Division of Duties
Ris-011/DEKOM.PL/2022-S0	November 28, 2022	MSRKAP Kinerja Oktober 2022	MSRKAP October 2022 Performance
Ris-012/DEKOM.PL/2022-S0	December 29, 2022	MSRKAP Kinerja November 2022	MSRKAP November 2022 Performance

Rapat Direksi

Selain rapat wajib yang dilaksanakan secara berkala sekurang-kurangnya sekali dalam setiap bulan, kegiatan Rapat Direksi dapat pula dilaksanakan sewaktu-waktu bila dipandang perlu, atas permintaan tertulis dari seorang atau lebih Anggota Direksi, atau Pemegang Saham Pengendali disertai penjelasan mengenai hal-hal yang akan dibicarakan. Kuorum Rapat Direksi, baik rapat internal maupun rapat gabungan tercapai jika lebih dari 1/2 (satu perdua) anggota Direksi hadir.

Di sepanjang tahun 2022 Direksi telah melaksanakan rapat koordinasi sebanyak 27 kali dengan tingkat persentase kehadiran anggota Direksi sebesar 100%, yang merupakan rapat koordinasi yang dilakukan dengan Tim Manajemen Pertamina Lubricants untuk membahas *update* kegiatan bisnis dan operasional Perusahaan.

Board of Directors Meeting

In addition to the mandatory meetings which are held periodically at least once a month, the Board of Directors Meetings can also be held at any time when deemed necessary, at the written request of one or more Members of Board of Directors, or Controlling Shareholders accompanied by an explanation of the matters to be discussed. The quorum of Board of Directors Meetings, both internal meetings and joint meetings is achieved if more than 1/2 (one-half) of the members of Board of Directors are present.

Throughout 2022, Board of Directors held 27 coordination meetings with 100% attendance rate, which were coordination meetings conducted with Pertamina Lubricants Management Team to discuss updates on the Company's business and operational activities.

Frekuensi Kehadiran Direksi pada Rapat Direksi Tahun 2022
Attendance Frequency of Board of Directors at the Board of Directors Meetings in 2022

Direksi Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance
Werry Prayogi (Direktur Utama) (President Director)	27	27	100
Sari Istiani Rachmi (Direktur Sales & Marketing) (Director of Sales & Marketing)	27	27	100

Direksi Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance
Catur Dermawan (Direktur <i>Finance & Business Support</i>) (Director of Finance & Business Support)	27	27	100
Sigit Pranowo (Direktur Operasi) (Director of Operations)*	18	18	100
Rata-Rata Average		100	

*) Pada 4 April 2022 Sigit Pranowo menjabat sebagai Direktur Operasi.

*) On April 4, 2022 Sigit Pranowo started to serve as Director of Operations.

Risalah Rapat Direksi Tahun 2022 Minutes of 2022 Board of Directors Meeting

No	No. CRD CRD Number	Tgl Date	Agenda	Agenda	Jumlah Peserta Total Participants
1	No. CRD-001/ PL0000/2022-S0	11 Januari 2022 January 11, 2022	Pembahasan Usulan Skema Kerja Sama PTPL-KPI	Discussion of Proposal of PTPL-KPI Cooperation Scheme	15
2	No. CRD-002/ PL0000/2022-S0	18 Januari 2022 January 18, 2022	Pembahasan Skema Kerja Sama EM dan Struktur Organisasi PTPL	Discussion of EM Cooperation and PTPL Organizational Structure	14
3	No. CRD-003/ PL0000/2022-S0	25 Januari 2022 January 25, 2022	Pembahasan Organisasi dan <i>Issue</i> lainnya	Discussion on Organization and other Issues	6
4	No. CRD-004/ PL0000/2022-S0	8 Februari 2022 February 8, 2022	<i>Project</i> Garuda ExxonMobil & Akuisisi Saham oleh PLT	Garuda ExxonMobil Project & Share Acquisition by PLT	18
5	No. CRD-005/ PL0000/2022-S0	9 Februari 2022 February 9, 2022	Rencana Persiapan MotoGP dan Price Adjustment Aditif	MotoGP Preparation Plan and Price Additive Adjustment	10
6	No. CRD-006/ PL0000/2022-S0	18 Februari 2022 February 18, 2022	<i>Optimization Supply Chain Distribution and Sales Through Strategic Partnership</i> DSP Banjarmasin dan Ketahanan stock Turalik dan Medripal	Optimization of Supply Chain Distribution and Sales Through Strategic Partnership Banjarmasin and Stock Resilience of Turalik and Medripal	23
7	No. CRD-007/ PL0000/2022-S0	1 Maret 2022 March 1, 2022	Penyampaian Draft LOC sebagai syarat Realisasi Kredit PT KSI di BNI	Submission of LOC Draft as a condition of PT KSI Credit Realization at BNI	29
8	No. CRD-008/ PL0000/2022-S0	8 Maret 2022 March 8, 2022	Kinerja PLT Januari dan Strategi 2022, Pembahasan Rencana TL Komite Audit, Pembahasan Steerco	PLT January Performance and 2022 Strategy, Discussion of Audit Committee TL Plan, Steerco Discussion	16
9	No. CRD-009/ PL0000/2022-S0	23 Maret 2022 March 23, 2022	<i>Updating</i> RJPP 2022-2026 dan Visi Misi, Perubahan Phasing ABI 2022	Updating RJPP 2022-2026 and Vision and Mission, ABI 2022 Phasing Changes	16
10	No. CRD-010/ PL0000/2022-S0	6 April 2022 April 6, 2022	Usulan RKAP <i>Product Development</i> Tahun 2022	RKAP Product Development Proposal for 2022	44
11	No. CRD-011/ PL0000/2022-S0	12 April 2022 April 12, 2022	<i>Performance</i> PLT Maret, Usulan Penggunaan ABI CO RKAP 2022	PLT Performance March, Proposal to Use ABI CO RKAP 2022	20
12	No. CRD-012/ PL0000/2022-S0	25 April 2022 April 25, 2022	Pengembangan Bisnis Produk <i>Special Chemical</i> , RKA PD 2022, TL BPKP	Business Development of Special Chemical Products, RKA PD 2022, TL BPKP	24
13	No. CRD-013/ PL0000/2022-S0	24 Mei 2022 May 24, 2022	Organisasi PTPL & Insentif dan Evaluasi S&OP & Prognosa Mei 2022	PTPL Organization & Incentives and S&OP Evaluation & Prognosis May 2022	8

No	No. CRD CRD Number	Tgl Date	Agenda	Agenda	Jumlah Peserta Total Participants
14	No. CRD-014/ PL0000/2022-S0	31 Mei 2022 May 31, 2022	Pembahasan Revisi Integrated Report 2021	Discussion of Revised Integrated Report 2021	7
15	No. CRD-015/ PL0000/2022-S0	7 Juni 2022 June 7, 2022	Proposal <i>Price Increase</i> dan Pembahasan TOR untuk Jasa <i>Advisory Unlock Value</i>	Price Increase Proposal and TOE Discussion for Advisory Services Unlock Value	20
16	No. CRD-016/ PL0000/2022-S0	5 Juli 2022 July 5, 2022	<i>Progress</i> Pengembangan <i>Speciality Chemicals</i> , <i>Update</i> Status FID ABI RKAP 2022, <i>Outlet Financing</i> dan COP	Progress of Speciality Chemicals Development, Update on FID Status ABI RKAP 2022, Outlet Financing and COP	34
17	No. CRD-017/ PL0000/2022-S0	19 Juli 2022 July 19, 2022	Perkembangan Pasar Thailand dan Australia	Thailand and Australia Market Development	20
18	No. CRD-018/ PL0000/2022-S0	2 Agustus 2022 August 2, 2022	<i>Sign Off Product Phase</i> <i>Out</i> untuk Retail, Industri dan <i>Overseas</i> (BTP 1)	Sign Off Product Phase Out for Retail, Industry and Overseas (BTP 1)	20
19	No. CRD-019/ PL0000/2022-S0	9 Agustus 2022 August 9, 2022	Pembahasan Prognosa RKAP 2022 dan Usulan Tantiem PLT	Discussion of 2022 RKAP Prognosis and PLT Tantiem Proposal	16
20	No. CRD-020/ PL0000/2022-S0	16 Agustus 2022 August 16, 2022	<i>Progress</i> ABI 2022 & <i>Impact</i> terhadap ABI 2023, dan Permintaan Arahan BOD atas Prognosa ABI 2022 & Pembayaran Proyek Modernisasi PUG dan HUT ke-9 Pertamina Lubricants	Progress of ABI 2022 & Impact to ABI 2023, and Request for BOD Direction on Prognosis of ABI 2022 & Payment of PUG Modernization Project and Pertamina Lubricants 9th Anniversary	32
21	No. CRD-021/ PL0000/2022-S0	23 Agustus 2022 August 23, 2022	Pemaparan <i>Progress Unlock Value</i>	Unlock Value Progress Presentation	18
22	No. CRD-022/ PL0000/2022-S0	29 Agustus 2022 August 29, 2022	Laporan <i>Progress tender Petrosea</i>	Petrosea Tender Progress Report	8
23	No. CRD-023/ PL0000/2022-S0	6 September 2022 September 6, 2022	<i>Analytic Price Driven</i> , LBO <i>Supply Chain</i> & BA di PLT, ABI, Rencana <i>Rolling Out</i> RJPP	Analytic Price Driven, LBO Supply Chain & BA in PLT, ABI, RJPP Rolling Out Plan	35
24	No. CRD-024/ PL0000/2022-S0	22 September 2022 September 22, 2022	Laporan <i>Progress</i> Tender PT Petrosea	Petrosea Tender Progress Report	8
25	No. CRD-025/ PL0000/2022-S0	4 Oktober 2022 October 4, 2022	Implementasi <i>Botol Recycle</i> , Persiapan Agenda Strategi utk Diajukan kembali Kepada Dekom	Bottle Recycle Implementation, Strategy Agenda Preparation to be Resubmitted to the Board of Commissioners	18
26	No. CRD-026/ PL0000/2022-S0	1 November 2022 November 1, 2022	Target <i>Sales</i> dan <i>Action</i> <i>Plan</i> pada SR	Sales Target and Action Plan in SR	21
27	No. CRD-0027/ PL0000/2022-S0	15 November 2022 November 15, 2022	Target <i>Sales</i> pada SR	Sales Target in SR	21

Di samping itu, Direksi juga menghadiri rapat gabungan yang diselenggarakan oleh Dewan Komisaris. Berikut disampaikan kehadiran Direksi dalam rapat gabungan yang dilaksanakan di sepanjang tahun 2022.

In addition, Board of Directors also attended joint meetings organized by Board of Commissioners. Board of Directors' attendance in joint meetings held throughout 2022 is presented below.

Frekuensi Kehadiran Direksi pada Rapat Gabungan dengan Dewan Komisaris Tahun 2022
Attendance Frequency of Board of Directors at Joint Meetings with Board of Commissioners in 2022

Direksi Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance
Werry Prayogi (Direktur Utama) (President Director)	9	9	100
Sari Istiani Rachmi (Direktur Sales & Marketing) (Director of Sales & Marketing)	9	9	100
Catur Dermawan (Direktur Finance & Business Support) (Director of Finance & Business Support)	9	9	100
Sigit Pranowo* (Direktur Operasi) (Director of Operations)*	7	7	100
Rata-Rata Average		100	

*) Pada 4 April 2022 Sigit Pranowo menjabat sebagai Direktur Operasi.

*) On April 4, 2022 Sigit Pranowo started to serve as Director of Operations.

Pengembangan Kompetensi Dewan Komisaris dan Direksi

Perusahaan memfasilitasi program peningkatan kapabilitas bagi Anggota Dewan Komisaris Direksi agar dapat memperbarui informasi tentang perkembangan terkini dari aktivitas bisnis Perusahaan, dan pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugasnya. Setiap Anggota Dewan Komisaris dan Direksi yang mengikuti program peningkatan kapabilitas diminta untuk menyajikan presentasi kepada Anggota Dewan Komisaris dan Direksi lainnya, dalam rangka berbagi informasi dan pengetahuan.

Sepanjang tahun 2022 Dewan Komisaris dan Direksi telah mengikuti program pengembangan kompetensi sebagaimana tertera di bawah ini.

Board of Commissioners and Board of Directors Competency Development

The Company facilitates capacity building program for Members of Board of Commissioners and Board of Directors in order to update information on the latest developments of the Company's business activities, and other knowledge related to the performance of their duties. Each Member of Board of Commissioners and Board of Directors who participates in the competency development program is required to make a presentation to other Members of Board of Commissioners and Board of Directors, in order to share information and knowledge.

Throughout 2022 Board of Commissioners and Board of Directors have participated in competency development programs as listed below.

Pelatihan dan Pengembangan Kompetensi Dewan Komisaris dan Direksi Tahun 2022
Board of Commissioners and Board of Directors Training and Competency Development in 2022

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Dewi Yustisiana - Komisaris Utama President Commissioner			
Merger, Acquisition, and Strategic Alliances	1. Merger, Acquisition, & Synergy Assessment • M & A as Inorganic Growth Strategy • M & A Transaction Process; Deal Origination to Transaction Closing • Indonesia M&A Outlook in 2022, Global Trend, Deal Drivers, and Outlook of M&A Activities • Key Attributes of Successful Serial Acquirers • Transaction Value Gap based on Size of Acquired Company Relative to Buyer and Synergy Efforts Required • Value Sources from M & A Deals • Leading Practice for Value Capture and Synergy Tracking • Top-down Synergy Estimates & Integration Costs 2. Merger & Acquisition Transaction Journey & Post Merger Integration • Multi - Disciplinaries of Due Diligence • Integrated Due Diligence Practice in M&A Transaction • Post Merger Integration Framework • Integration Management Office • Key Success Factors and Reason of Failures of M & A Transactions 3. Partnership/Strategic Alliance/Joint Venture • Strategic Alliances and Partnership : When to Deploy • Synergy Levers and Synergy assessment • Governance to Ensure Synergies are Captured • Cases and Learnings from Various Well Know Strategic Alliances • Lessons Learned Managing Mergers, Acquisitions & Strategic Alliances 4. Legal Aspect of Merger & Acquisition Transaction • Isu-Isu Kritis Transaksi <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) BUMN dan Anak Perusahaan Critical Issues of Merger, Acquisition and Spin Off (Divestment) Transactions of SOEs and Subsidiaries • <i>Legal Due Diligence</i> & Hal-Hal Penting dalam <i>Corporate Action</i> Legal Due Diligence & Important Matters in Corporate Action • Hal-Hal Penting dalam Pembentukan Perusahaan Baru dalam rangka <i>Merger</i> dan <i>Spin Off</i> Important Matters in the Formation of a New Company in the Context of Mergers and Spin Offs • Kasus-Kasus <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) Bermasalah di BUMN dan Anak Perusahaan BUMN Problematic Merger, Acquisition and Spin Off (Divestment) Cases in SOEs and SOE Subsidiaries	Jakarta, 31 Maret 2022 Jakarta, March 31, 2022	PT Pertamina Training & Consulting (PTC)
Patuan Alfons Simanjuntak - Komisaris Commissioner			
Merger, Acquisition, and Strategic Alliances	1. Merger, Acquisition, & Synergy Assessment • M & A as Inorganic Growth Strategy • M & A Transaction Process; Deal Origination to Transaction Closing • Indonesia M&A Outlook in 2022, Global Trend, Deal Drivers, and Outlook of M&A Activities • Key Attributes of Successful Serial Acquirers • Transaction Value Gap based on Size of Acquired Company Relative to Buyer and Synergy Efforts Required • Value Sources from M & A Deals • Leading Practice for Value Capture and Synergy Tracking • Top-down Synergy Estimates & Integration Costs	Jakarta, 31 Maret 2022 Jakarta, March 31, 2022	PT Pertamina Training & Consulting (PTC)

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
	2. Merger & Acquisition Transaction Journey & Post Merger Integration • Multi - Disciplinaries of Due Diligence • Integrated Due Diligence Practice in M&A Transaction • Post Merger Integration Framework • Integration Management Office • Key Success Factors and Reason of Failures of M & A Transactions 3. Partnership/Strategic Alliance/Joint Venture • Strategic Alliances and Partnership : When to Deploy • Synergy Levers and Synergy assessment • Governance to Ensure Synergies are Captured • Cases and Learnings from Various Well Know Strategic Alliances • Lessons Learned Managing Mergers, Acquisitions & Strategic Alliances 4. Legal Aspect of Merger & Acquisition Transaction • Isu-Isu Kritis Transaksi <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) BUMN dan Anak Perusahaan Critical Issues of Merger, Acquisition and Spin Off (Divestment) Transactions of SOEs and Subsidiaries • <i>Legal Due Diligence</i> & Hal-Hal Penting dalam <i>Corporate Action</i> Legal Due Diligence & Important Matters in Corporate Action • Hal-Hal Penting dalam Pembentukan Perusahaan Baru dalam rangka <i>Merger</i> dan <i>Spin Off</i> Important Matters in the Formation of a New Company in the Context of Mergers and Spin Offs • Kasus – kasus <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) Bermasalah di BUMN dan Anak Perusahaan BUMN Problematic Merger, Acquisition and Spin Off (Divestment) Cases in SOEs and SOE Subsidiaries		
Driving Sustainable Growth Through Supply Chain Resilience	1. Transforming Into World Class Supply Chain Champion • New And Emerging Capabilities in Supply Chain (The Art of The Possible) • Benchmark of Other Companies Who have Adopted Cutting Edge Practice • Challenges and Implication to Building Supply Chain Capabilities in Indonesia • Developing Supply Chain Strategy & Aligning SC Organizations to Ensure Readiness for Transformation into World Class • Building Collaboration and Partnerships to Accelerate Transformations 2. Future Ready Supply Chain: Building Cost Competitive and Resilient Supply Chain • Supply Chain Trends in Today's Changing Market and Disruptions • Challenges and Risk Arising from the Trends and Disruptions • How to Manage Risk from Supply Chain Disruption and Build Resilience • How to Ensure Cost Competitive Supply Chain 3. Supply Chain Transformation: Key Focus for Managing Growth • Challenges of Supply Chain Alignment to Overcome Disruptions • Challenges in Operation Model to Respond to Disruption in Supply Chain • Key New Capabilities Required to Transform Supply Chain • How to Sustainability Acquire Retain and Develop the Next Generation of Talents for Supply Chain 4. Digitalization of Supply Chain • The Effect of Digital Supply Chain of Organizational Performance • Role of Technology, People, Process in Digitalization of the Supply Chain • Trends in Digital Supply Chain in Response to Changing Market Trends • New Challenges Arising in Implementing or Acceleration Implementation of Digitalization of Supply Chain • What Intervention to be in Place to Ensure User Adoption and/or Satisfaction • Challenges in Implementing & Integration of Digital Supply Chain • Measuring Digital Transformation Maturity of Supply Chain	Jakarta 3 Oktober 2022 Jakarta, October 3, 2022	PT Pertamina Training & Consulting (PTC)

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/ Tanggal Place/Date	Penyelenggara Organizer
Ananda Tohpati - Komisaris Commissioner			
Merger, Acquisition, and Strategic Alliances	1. Merger, Acquisition, & Synergy Assessment • M & A as Inorganic Growth Strategy • M & A Transaction Process; Deal Origination to Transaction Closing • Indonesia M&A Outlook in 2022, Global Trend, Deal Drivers, and Outlook of M&A Activities • Key Attributes of Successful Serial Acquirers • Transaction Value Gap based on Size of Acquired Company Relative to Buyer and Synergy Efforts Required • Value Sources from M & A Deals • Leading Practice for Value Capture and Synergy Tracking • Top-down Synergy Estimates & Integration Costs 2. Merger & Acquisition Transaction Journey & Post Merger Integration • Multi - Disciplinaries of Due Diligence • Integrated Due Diligence Practice in M&A Transaction • Post Merger Integration Framework • Integration Management Office • Key Success Factors and Reason of Failures of M & A Transactions 3. Partnership/Strategic Alliance/Joint Venture • Strategic Alliances and Partnership : When to Deploy • Synergy Levers and Synergy assessment • Governance to Ensure Synergies are Captured • Cases and Learnings from Various Well Know Strategic Alliances • Lessons Learned Managing Mergers, Acquisitions & Strategic Alliances 4. Legal Aspect of Merger & Acquisition Transaction • Isu-Isu Kritis Transaksi <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) BUMN dan Anak Perusahaan Critical Issues of Merger, Acquisition and Spin Off (Divestment) Transactions of SOEs and Subsidiaries • <i>Legal Due Diligence</i> & Hal-Hal Penting dalam <i>Corporate Action</i> Legal Due Diligence & Important Matters in Corporate Action • Hal-Hal Penting dalam Pembentukan Perusahaan Baru dalam rangka <i>Merger</i> dan <i>Spin Off</i> Important Matters in the Formation of a New Company in the Context of Mergers and Spin Offs • Kasus – kasus <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) Bermasalah di BUMN dan Anak Perusahaan BUMN Problematic Merger, Acquisition and Spin Off (Divestment) Cases in SOEs and SOE Subsidiaries	Jakarta, 31 Maret 2022 Jakarta, March 31, 2022	PT Pertamina Training & Consulting (PTC)
Driving Sustainable Growth Through Supply Chain Resilience	1. Transforming Into World Class Supply Chain Champion • New And Emerging Capabilities in Supply Chain (The Art of The Possible) • Benchmark of Other Companies Who have Adopted Cutting Edge Practice • Challenges and Implication to Building Supply Chain Capabilities in Indonesia • Developing Supply Chain Strategy & Aligning SC Organizations to Ensure Readiness for Transformation into World Class • Building Collaboration and Partnerships to Accelerate Transformations	Jakarta 03 Oktober 2022 Jakarta, October 3, 2022	PT Pertamina Training & Consulting (PTC)

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/ Tanggal Place/Date	Penyelenggara Organizer
	2. Future Ready Supply Chain: Building Cost Competitive and Resilient Supply Chain - Supply Chain Trends in Today's Changing Market and Disruptions - Challenges and Risk Arising from the Trends and Disruptions - How to Manage Risk from Supply Chain Disruption and Build Resilience - How to Ensure Cost Competitive Supply Chain 3. Supply Chain Transformation: Key Focus for Managing Growth - Challenges of Supply Chain Alignment to Overcome Disruptions - Challenges in Operation Model to Respond to Disruption in Supply Chain - Key New Capabilities Required to Transform Supply Chain - How to Sustainability Acquire Retain and Develop the Next Generation of Talents for Supply Chain 4. Digitalization of Supply Chain - The Effect of Digital Supply Chain of Organizational Performance - Role of Technology, People, Process in Digitalization of the Supply Chain - Trends in Digital Supply Chain in Response to Changing Market Trends - New Challenges Arising in Implementing or Acceleration Implementation of Digitalization of Supply Chain - What Intervention to be in Place to Ensure User Adoption and/or Satisfaction - Challenges in Implementing & Integration of Digital Supply Chain - Measuring Digital Transformation Maturity of Supply Chain		
Agustianto Batubara - Komisaris Commissioner			
Merger, Acquisition, and Strategic Alliances	1. Merger, Acquisition, & Synergy Assessment - M & A as Inorganic Growth Strategy - M & A Transaction Process; Deal Origination to Transaction Closing - Indonesia M&A Outlook in 2022, Global Trend, Deal Drivers, and Outlook of M&A Activities - Key Attributes of Successful Serial Acquirers - Transaction Value Gap based on Size of Acquired Company Relative to Buyer and Synergy Efforts Required - Value Sources from M & A Deals - Leading Practice for Value Capture and Synergy Tracking - Top-down Synergy Estimates & Integration Costs 2. Merger & Acquisition Transaction Journey & Post Merger Integration - Multi - Disciplinaries of Due Diligence - Integrated Due Diligence Practice in M&A Transaction - Post Merger Integration Framework - Integration Management Office - Key Success Factors and Reason of Failures of M & A Transactions 3. Partnership/Strategic Alliance/Joint Venture - Strategic Alliances and Partnership : When to Deploy - Synergy Levers and Synergy assessment - Governance to Ensure Synergies are Captured - Cases and Learnings from Various Well Know Strategic Alliances - Lessons Learned Managing Mergers, Acquisitions & Strategic Alliances 4. Legal Aspect of Merger & Acquisition Transaction - Isu-Isu Kritis Transaksi <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) BUMN dan Anak Perusahaan Critical Issues of Merger, Acquisition and Spin Off (Divestment) Transactions of SOEs and Subsidiaries <i>Legal Due Diligence</i> & Hal-Hal Penting dalam <i>Corporate Action</i> Legal Due Diligence & Important Matters in Corporate Action - Hal-Hal Penting dalam Pembentukan Perusahaan Baru dalam rangka <i>Merger</i> dan <i>Spin Off</i> Important Matters in the Formation of a New Company in the Context of Mergers and Spin Offs - Kasus – kasus <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) Bermasalah di BUMN dan Anak Perusahaan BUMN Problematic Merger, Acquisition and Spin Off (Divestment) Cases in SOEs and SOE Subsidiaries	Jakarta, 31 Maret 2022 Jakarta, March 31, 2022	PT Pertamina Training & Consulting (PTC)

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Werry Prayogi - Direktur Utama President Director			
Wave Training Digital Transformation	Wave combines a proven program management platform with expert services that ensures companies execute large-scale transformation programs that deliver maximum impact, plus benchmark progress against peers. Large-scale change and transformation programs often finish without achieving the expected impact. Organizations lack transparency around goals, they are unable to monitor program status, and their employees can't see the contributions of their day-to-day work. Wave is a program management solution that focuses your organization on impact, not just activities. Our sophisticated platform acts as a single source of truth for tracking each transformation initiative and KPI, allowing teams to collaborate and act on real-time insights.	26 Januari 2022 January 26, 2022	McKinsey
Good Corporate Governance, Risk, and Compliance (GRC) Awareness	- Pengertian dan Konsep Dasar GCG Governansi Korporat yang baik adalah prinsip-prinsip yang mendasari suatu proses dan mekanisme pengelolaan perusahaan berlandaskan peraturan perundang-undangan dan etika berusaha. - Praktik Prinsip Dasar GCG - Transparansi: Penerapan kebijakan pengendalian informasi material dan relevan kepada <i>stakeholder</i> baik kepada karyawan, konsumen, regulator, mitra bisnis, dan asosiasi. - Akuntabilitas: Kelengkapan struktur governansi baik di tingkat Direksi maupun Dewan Komisaris, termasuk sistem manajemen risiko, sistem pengendalian intern, sistem pengawasan intern, mekanisme pelaporan atas dugaan penyimpangan di Perusahaan, governansi teknologi informasi dan pedoman perilaku. - Responsibilitas: Menjalankan fungsi dan peran seluruh lini supply chain mulai dari kapasitas dan kapabilitas SDM, proses produksi, marketing and sales hingga layanan konsumen dengan tetap menerapkan praktik kehati-hatian dan memastikan kepatuhan atas peraturan perundang-undangan. - Independensi: Penerapan kebijakan meniadakan benturan kepentingan oleh masing-masing organ Perusahaan dan seluruh unit untuk menghindari terjadinya dominasi oleh pihak manapun dan tidak terpengaruh kepentingan tertentu. <i>Fairness</i>: Menerapkan kebijakan yang setara kepada pegawai untuk berkarir dan melaksanakan tugasnya secara profesional tanpa diskriminasi berdasarkan gender, agama, suku & ras. Melaksanakan proses pengadaan bagi <i>supplier</i> atau vendor sesuai ketentuan dengan mengedepankan kualitas produk. - Kerangka Strategis Implementasi GCG - Governance Commitment and Principles merupakan salah satu fondasi untuk melaksanakan GCG secara terencana, sistemik, dan berkelanjutan, sesuai karakteristik dan proses bisnis perusahaan - Governance Structure menggambarkan struktur organisasi yang telah mengadopsi mekanisme check and ballance, mengeliminasi benturan kepentingan dan potensi terjadinya fraud - Governance Process menghasilkan proses pengambilan keputusan/kebijakan berlandaskan prinsip-prinsip GCG yang telah disepakati sesuai dengan karakteristik dan proses bisnis perusahaan - Governance Outcome merupakan implementasi prinsip-prinsip GCG pada saat berinteraksi dengan stakeholder, agar mendapatkan dukungan penuh	14 Juni 2022 June 14, 2022	PT Mitra Bhadra Consulting

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
	4. Tahap Merealisasikan GRC Terintegrasi - Tahap pertama adalah analisis holistik dari variabel yang saling terkait dari setiap enabler: Tujuan Utama, Proses, Pengendalian, Risiko dan Kebijakan; - Tahap kedua mengadopsi kerangka kapabilitas GRC - Tahap ketiga adalah meninjau kerangka kerja - Tahap keempat adalah mengukur efektivitas penerapan GRC melalui pengukuran maturitas GRC yang merepresentasikan maturitas governansi, Risiko dan Kepatuhan secara terintegrasi, termasuk menciptakan nilai bersama		
Good Corporate Governance, Risk, and Compliance (GRC) Awareness	- Definition and Basic Concepts of GCG Good Corporate Governance is the principles that underlie a process and mechanism for managing a Company based on laws and regulations and business ethics. - Practice of GCG Basic Principles - Transparency: Implementation of policies to control material and relevant information to stakeholders, including employees, consumers, regulators, business partners, and associations. - Accountability: Completeness of the governance structure at both the Board of Directors and Board of Commissioners levels, including risk management systems, internal control systems, internal supervisory systems, reporting mechanisms for alleged irregularities in the Company, information technology governance and codes of conduct. - Responsibility: Carrying out the functions and roles of all lines of the supply chain starting from the capacity and capability of human resources, production processes, marketing and sales to customer service while still applying prudent practices and ensuring compliance with laws and regulations. - Independence: Implementation of policies to eliminate conflicts of interest by each organ of the Company and all units to avoid domination by any party and not be influenced by certain interests. - Fairness: Implementing equal policies for employees to have a career and carry out their duties professionally without discrimination based on gender, religion, ethnicity & race. Carry out the procurement process for suppliers or vendors in accordance with the provisions by prioritizing product quality. - Strategic Framework for GCG Implementation - Governance Commitment and Principles is one of the foundations for implementing GCG in a planned, systemic, and sustainable manner, according to the characteristics and business processes of the Company. - Governance Structure describes an organizational structure that has adopted a check and balance mechanism, eliminating conflicts of interest and the potential for fraud. - Governance Process produces a decision/policy making process based on GCG principles that have been agreed upon in accordance with the characteristics and business processes of the Company. - Governance Outcome is the implementation of GCG principles when interacting with stakeholders, in order to get their full support.	13 Juni 2022 June 13, 2022	PT Mitra Bhadra Consulting

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/ Tanggal Place/Date	Penyelenggara Organizer
	4. Stage of Realizing Integrated GRC - The first stage is a holistic analysis of the interrelated variables of each enabler: Key Objectives, Processes, Controls, Risks and Policies; - The second stage adopts the GRC capability framework - The third stage is to review the framework - The fourth stage is to measure the effectiveness of GRC implementation through GRC maturity measurement which represents the maturity of governance, Risk and Compliance in an integrated manner, including creating shared value.		
Catur Dermawan - Direktur Finance and Business Support Director of Finance and Business Support			
Merger, Acquisition, and Strategic Alliances	- Merger, Acquisition, & Synergy Assessment - M & A as Inorganic Growth Strategy - M & A Transaction Process; Deal Origination to Transaction Closing - Indonesia M&A Outlook in 2022, Global Trend, Deal Drivers, and Outlook of M&A Activities - Key Attributes of Successful Serial Acquirers - Transaction Value Gap based on Size of Acquired Company Relative to Buyer and Synergy Efforts Required - Value Sources from M & A Deals - Leading Practice for Value Capture and Synergy Tracking - Top-down Synergy Estimates & Integration Costs - Merger & Acquisition Transaction Journey & Post Merger Integration - Multi - Disciplinaries of Due Diligence - Integrated Due Diligence Practice in M&A Transaction - Post Merger Integration Framework - Integration Management Office - Key Success Factors and Reason of Failures of M & A Transactions - Partnership / Strategic Alliance / Joint Venture - Strategic Alliances and Partnership : When to Deploy - Synergy Levers and Synergy assessment - Governance to Ensure Synergies are Captured - Cases and Learnings from Various Well Know Strategic Alliances - Lessons Learned Managing Mergers, Acquisitions & Strategic Alliances	Jakarta, 31 Maret 2022 Jakarta, March 31, 2022	PT Pertamina Training & Consulting (PTC)
	<i>Legal Aspect of Merger & Acquisition Transaction</i> - Isu-isu Kritis Transaksi <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) BUMN dan Anak Perusahaan Critical Issues of Merger, Acquisition and Spin Off (Divestment) Transactions of SOEs and Subsidiaries <i>Legal Due Diligence</i> & Hal-Hal Penting dalam <i>Corporate Action</i> Legal Due Diligence & Important Matters in Corporate Action - Hal-hal Penting dalam Pembentukan Perusahaan Baru dalam rangka <i>Merger</i> dan <i>Spin Off</i> Important Matters in the Formation of a New Company in the Context of Mergers and Spin Offs - Kasus – kasus <i>Merger</i>, Akuisisi dan <i>Spin Off</i> (Divestasi) bermasalah di BUMN dan Anak Perusahaan BUMN Problematic Merger, Acquisition and Spin Off (Divestment) Cases in SOEs and SOE Subsidiaries		

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/ Tanggal Place/Date	Penyelenggara Organizer
Sigit Pranowo - Direktur Operasi Director of Operations			
Effective Boards for Leading Change in Crisis	<i>At some point in every leader's career, they'll be faced with a crisis. It may be a problem that's major and public, or something contained and private. It may be particular to your organization, or—as is the case with the Covid-19 pandemic—a situation that's being experienced globally. When a crisis strikes, we tend to respond instinctively, but those initial impulses may not be especially productive. They may even be counterproductive. An equally suboptimal response is freezing in place, doing nothing and hoping that "it" will all go away. "It" won't. More likely, a potentially manageable crisis left unresolved will turn into a full-blown disaster. Leaders must be able to act quickly. They need to do so rationally, and not by going with their gut—whether their gut is telling them to jump in and start flailing around or to ignore what's going on. To tackle a crisis, leaders must be able to create flexible plans, communicate clearly, lead with compassion, and manage the post-crisis "new normal."</i> • Plan—and be ready to shift gears • Communicate often and early • Lead with compassion • Manage the post-crisis "new normal"	14 Juni 2022 June 14, 2022	BUMN Track
Driving Sustainable Growth Through Supply Chain Resilience	1. Transforming Into World Class Supply Chain Champion • New And Emerging Capabilities in Supply Chain (The Art of The Possible) • Benchmark of Other Companies Who have Adopted Cutting Edge Practice • Challenges and Implication to Building Supply Chain Capabilities in Indonesia • Developing Supply Chain Strategy & Aligning SC Organizations to Ensure Readiness for Transformation into World Class • Building Collaboration and Partnerships to Accelerate Transformations 2. Future Ready Supply Chain: Building Cost Competitive and Resilient Supply Chain • Supply Chain Trends in Today's Changing Market and Disruptions • Challenges and Risk Arising from the Trends and Disruptions • How to Manage Risk from Supply Chain Disruption and Build Resilience • How to Ensure Cost Competitive Supply Chain 3. Supply Chain Transformation: Key Focus for Managing Growth • Challenges of Supply Chain Alignment to Overcome Disruptions • Challenges in Operation Model to Respond to Disruption in Supply Chain • Key New Capabilities Required to Transform Supply Chain • How to Sustainability Acquire Retain and Develop the Next Generation of Talents for Supply Chain 4. Digitalization of Supply Chain • The Effect of Digital Supply Chain of Organizational Performance • Role of Technology, People, Process in Digitalization of the Supply Chain • Trends in Digital Supply Chain in Response to Changing Market Trends • New Challenges Arising in Implementing or Acceleration Implementation of Digitalization of Supply Chain • What Intervention to be in Place to Ensure User Adoption and/or Satisfaction • Challenges in Implementing & Integration of Digital Supply Chain • Measuring Digital Transformation Maturity of Supply Chain	Jakarta 3 Oktober 2022 Jakarta, October 3, 2022	PT Pertamina Training & Consulting (PTC)

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/ Tanggal Place/Date	Penyelenggara Organizer
Sari Istiani Rachmi - Direktur Sales and Marketing Director of Sales and Marketing			
Merger, Acquisition, and Strategic Alliances	1. Merger, Acquisition, & Synergy Assessment • M & A as Inorganic Growth Strategy • M & A Transaction Process; Deal Origination to Transaction Closing • Indonesia M&A Outlook in 2022, Global Trend, Deal Drivers, and Outlook of M&A Activities • Key Attributes of Successful Serial Acquirers • Transaction Value Gap based on Size of Acquired Company Relative to Buyer and Synergy Efforts Required • Value Sources from M & A Deals • Leading Practice for Value Capture and Synergy Tracking • Top-down Synergy Estimates & Integration Costs 2. Merger & Acquisition Transaction Journey & Post Merger Integration • Multi - Disciplinaries of Due Diligence • Integrated Due Diligence Practice in M&A Transaction • Post Merger Integration Framework • Integration Management Office • Key Success Factors and Reason of Failures of M & A Transactions 3. Partnership / Strategic Alliance / Joint Venture • Strategic Alliances and Partnership : When to Deploy • Synergy Levers and Synergy assessment • Governance to Ensure Synergies are Captured • Cases and Learnings from Various Well Know Strategic Alliances • Lessons Learned Managing Mergers, Acquisitions & Strategic Alliances 4. <i>Legal Aspect of Merger & Acquisition Transaction</i> • Isu-isu Kritis Transaksi <i>Merger</i>, <i>Akuisisi</i> dan <i>Spin Off</i> (Divestasi) BUMN dan Anak Perusahaan Critical Issues of Merger, Acquisition and Spin Off (Divestment) Transactions of SOEs and Subsidiaries • <i>Legal Due Diligence</i> & Hal-Hal Penting dalam <i>Corporate Action</i> Legal Due Diligence & Important Matters in Corporate Action • Hal-hal Penting dalam Pembentukan Perusahaan Baru dalam rangka <i>Merger</i> dan <i>Spin Off</i> Important Matters in the Formation of a New Company in the Context of Mergers and Spin Offs • Kasus – kasus <i>Merger</i>, <i>Akuisisi</i> dan <i>Spin Off</i> (Divestasi) bermasalah di BUMN dan Anak Perusahaan BUMN Problematic Merger, Acquisition and Spin Off (Divestment) Cases in SOEs and SOE Subsidiaries	Jakarta, 31 Maret 2022 Jakarta, March 31, 2022	PT Pertamina Training & Consulting (PTC)
Driving Sustainable Growth Through Supply Chain Resilience	1. Transforming Into World Class Supply Chain Champion • New And Emerging Capabilities in Supply Chain (The Art of The Possible) • Benchmark of Other Companies Who have Adopted Cutting Edge Practice • Challenges and Implication to Building Supply Chain Capabilities in Indonesia • Developing Supply Chain Strategy & Aligning SC Organizations to Ensure Readiness for Transformation into World Class • Building Collaboration and Partnerships to Accelerate Transformations 2. Future Ready Supply Chain: Building Cost Competitive and Resilient Supply Chain • Supply Chain Trends in Today's Changing Market and Disruptions • Challenges and Risk Arising from the Trends and Disruptions • How to Manage Risk from Supply Chain Disruption and Build Resilience • How to Ensure Cost Competitive Supply Chain	Jakarta 3 Oktober 2022 Jakarta, October 3, 2022	PT Pertamina Training & Consulting (PTC)

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/ Tanggal Place/Date	Penyelenggara Organizer
	3. Supply Chain Transformation: Key Focus for Managing Growth - Challenges of Supply Chain Alignment to Overcome Disruptions - Challenges in Operation Model to Respond to Disruption in Supply Chain - Key New Capabilities Required to Transform Supply Chain - How to Sustainability Acquire Retain and Develop the Next Generation of Talents for Supply Chain 4. Digitalization of Supply Chain - The Effect of Digital Supply Chain of Organizational Performance - Role of Technology, People, Process in Digitalization of the Supply Chain - Trends in Digital Supply Chain in Response to Changing Market Trends - New Challenges Arising in Implementing or Acceleration Implementation of Digitalization of Supply Chain - What Intervention to be in Place to Ensure User Adoption and/or Satisfaction - Challenges in Implementing & Integration of Digital Supply Chain - Measuring Digital Transformation Maturity of Supply Chain		

Pengungkapan Hubungan Afiliasi Direksi, Dewan Komisaris dan Pemegang Saham

Dewan Komisaris dan Direksi menjalankan tanggung jawabnya secara independen dan tidak mendapat intervensi dari pemegang saham ataupun pihak manapun lainnya. Hubungan afiliasi yang timbul antara Direksi, Dewan Komisaris, serta Pemegang Saham Utama dan Pengendali, dapat dilihat pada tabel di bawah ini.

Disclosure of Affiliations of Board of Directors, Board of Commissioners and Shareholders

Board of Commissioners and Board of Directors carry out their responsibilities independently and do not receive intervention from shareholders or any other party. Affiliations arising between Board of Directors, Board of Commissioners, and Major and Controlling Shareholders can be seen in the table below.

Hubungan Afiliasi Direksi dengan Dewan Komisaris dan Pemegang Saham Board of Directors Affiliation with Board of Commissioners and Shareholders

Nama Name	Hubungan Afiliasi dengan Affiliation with		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama / Pengendali Major/Controlling Shareholders
Dewan Komisaris Board of Commissioners			
Budiarto Tedja (Komisaris Utama) (President Commissioner)	X	X	X
Patuan Alfons Simanjuntak (Komisaris) (Commissioner)	X	X	X
Ananda Tohpati (Komisaris) (Commissioner)	X	X	X
Wahyu Widodo (Komisaris) (Commissioner)	X	X	X
Direksi Board of Directors			
Werry Prayogi (Direktur Utama) (President Director)	X	X	X
Sigit Pranowo (Direktur Operasi) (Director of Operations)	X	X	X

Nama Name	Hubungan Afiliasi dengan Affiliation with		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama / Pengendali Major/Controlling Shareholders
Sari Istiani Rachmi (Direktur Sales & Marketing) (Director of Sales & Marketing)	X	X	X
Catur Dermawan (Direktur Finance & Business Support) (Director of Finance & Business Support)	X	X	X

v : Ya | x = Tidak ; v : Yes | x = No

Pengungkapan Rangkap Jabatan Dewan Komisaris dan Direksi

Dewan Komisaris dan Direksi memiliki rangkap jabatan di perusahaan lain sebagaimana dijelaskan dalam tabel berikut ini.

Disclosure of Board of Commissioners and Board of Directors Concurrent Positions

Board of Commissioners and Board of Directors' concurrent positions in other companies as described in the following table.

Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors	Jabatan di Perusahaan Lain Position in Other Companies	Jabatan Lainnya Other Positions
Budiarto Tedja (Komisaris Utama) (President Commissioner)	-	-
Patuan Alfon Simanjuntak (Komisaris) (Commissioner)	Direktur Bahan Bakar Minyak, Badan Pengatur Hilir Minyak dan Gas Bumi (BPH Migas) (2018-sekarang) Director of Fuel Oil, Downstream Oil and Gas Regulatory Agency (BPH Migas) (2018-present)	-
Ananda Tohpati (Komisaris) (Commissioner)	-	-
Wahyu Widodo (Komisaris) (Commissioner)	Komisaris Utama PT Perkebunan Nusantara X (2020-sekarang) President Commissioner of PT Perkebunan Nusantara X (2020-present)	-
Direksi Board of Directors		
Werry Prayogi (Direktur Utama) (President Director)	-	-
Sigit Pranowo (Direktur Operasi) (Director of Operations)	-	-
Sari Istiani Rachmi (Direktur Sales & Marketing) (Director of Sales & Marketing)	-	-
Catur Dermawan (Direktur Finance & Business Support) (Director of Finance & Business Support)	-	-

Pengungkapan Kepemilikan Saham Dewan Komisaris dan Direksi

Perusahaan tidak melakukan penawaran umum saham dan tidak memiliki kebijakan terkait program kepemilikan saham bagi manajemen, dengan demikian tidak terdapat Dewan Komisaris dan Direksi yang memiliki saham Perusahaan.

Disclosure of Board of Commissioners and Board of Directors Share Ownership

The Company did not conduct a public offering of shares and does not have a policy regarding share ownership programs for management, thus none of Board of Commissioners and Board of Directors own shares of the Company.

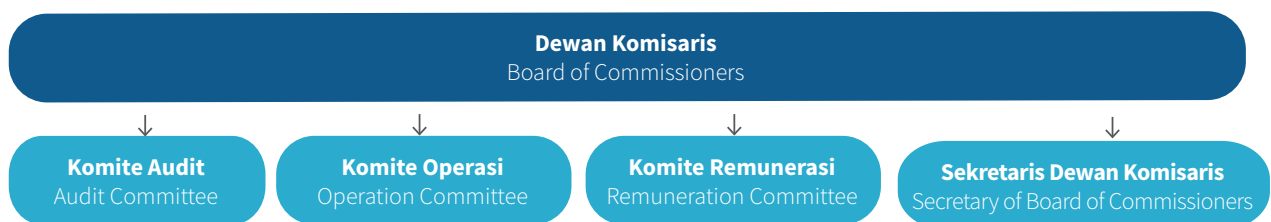
Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors	Saham Pertamina Lubricants Pertamina Lubricants Shares	Saham Perusahaan Lain (>50%) Other Company Shares (>50%)
Dewan Komisaris Board of Commissioners		
Budiarto Tedja (Komisaris Utama) (President Commissioner)	Nihil Nil	Nihil Nil
Patuan Alfon Simanjuntak (Komisaris) (Commissioner)		
Ananda Tohpati (Komisaris) (Commissioner)		
Wahyu Widodo (Komisaris) (Commissioner)		
Direksi Board of Directors		
Werry Prayogi (Direktur Utama) (President Director)	Nihil Nil	Nihil Nil
Sigit Pranowo (Direktur Operasi) (Director of Operation)		
Sari Istiani Rachmi (Direktur Sales & Marketing) (Director of Sales & Marketing)		
Catur Dermawan (Direktur Finance & Business Support) (Director of Finance & Business Support)		

ORGAN PENDUKUNG DEWAN KOMISARIS

Dalam meningkatkan kesesuaian struktur organ pendukung Dewan Komisaris sesuai Peraturan Menteri BUMN No. PER-06/MBU/04/2021 tanggal 13 April 2021 tentang Perubahan atas Peraturan Menteri BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN, Dewan Komisaris membentuk 3 (tiga) komite dan 1 (satu) organ pendukung.

BOARD OF COMMISSIONERS SUPPORTING ORGANS

In improving the suitability of Board of Commissioners supporting organs structure in accordance with the Minister of SOEs Regulation No. PER-06/MBU/04/2021 dated April 13, 2021 concerning Amendments to the Minister of SOEs Regulation No. PER-12/MBU/2012 on Supporting Organs of Board of Commissioners/Supervisory Board of SOEs, Board of Commissioners established 3 (three) committees and 1 (one) supporting organ.



KOMITE AUDIT

Komite Audit dibentuk dalam rangka membantu Dewan Komisaris dalam melaksanakan fungsi pengawasan terhadap pengelolaan Perusahaan, terutama dalam masalah yang berhubungan dengan pelaksanaan GCG, kebijakan akuntansi Perusahaan, pengawasan internal, pemeriksaan oleh akuntan publik serta sistem pelaporan keuangan dan informasi lainnya.

Komite audit dalam menjalankan tugasnya berada di bawah dan bertanggung jawab kepada Dewan Komisaris. Laporan pelaksanaan tugas Komite Audit yang disampaikan kepada Dewan Komisaris harus memenuhi asas profesionalisme, objektivitas dan independen.

AUDIT COMMITTEE

Audit Committee was formed in order to assist the Board of Commissioners in carrying out its supervisory function over the management of the Company, especially in matters relating to the GCG implementation, the Company's accounting policies, internal controls, audits by public accountants as well as financial reporting systems and other information.

Audit Committee in carrying out its duties is under and responsible to the Board of Commissioners. The report on the implementation of Audit Committee's duties submitted to the Board of Commissioners must fulfill the principles of professionalism, objectivity and independence.

Ketentuan Masa Jabatan

Sebagaimana tertuang dalam Peraturan Menteri BUMN No. PER-06/MBU/04/2021 Tahun 2021 tentang Perubahan atas Peraturan Menteri BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, anggota Komite Audit diangkat untuk masa jabatan paling lama 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun. Keanggotaan Komite Audit dapat berakhir sewaktu-waktu sebelum masa jabatan berakhir sesuai keputusan Dewan Komisaris.

Bagi anggota Komite Audit yang merupakan Komisaris, masa jabatannya menyesuaikan dengan jabatannya sebagai Komisaris.

Susunan dan Profil Komite Audit

Di tahun 2022 terdapat perubahan susunan Komite Audit, dengan kronologis perubahan susunan serta susunan Komite Audit di akhir tahun 2022 dapat dilihat di bawah ini.

Term of Office

As stipulated in the Minister of SOE Regulation No. PER-06/MBU/04/2021 on 2021 concerning Amendments to Regulation of the Minister of SOEs No. PER-12/MBU/2012 concerning Supporting Organ of Board of Commissioners/Supervisory Board of State-Owned Enterprises, members of Audit Committee are appointed for a maximum term of 3 (three) years and may be extended 1 (one) time for 2 (two) years. Membership of Audit Committee may end at any time before the term of office ends in accordance with the Board of Commissioners' decision.

For Audit Committee members who are Commissioners, their term of office adjusts to their position as Commissioner.

Audit Committee Composition and Profile

In 2022, there were changes in the composition of Audit Committee, with the chronology of changes in the composition as well as Audit Committee composition at the end of 2022 can be seen below.

Kronologi Perubahan Susunan Komite Audit di Sepanjang Tahun 2022
Chronology of changes in Audit Committee Composition throughout 2022

Periode 1 Januari s.d 31 Oktober 2022 Period January 1 to October 31, 2022	Periode 31 Oktober s.d 1 Desember 2022 Period October 31 to December 1, 2022	Periode 1 Desember s.d 31 Desember 2022 Period December 1 to December 31, 2022	Keterangan Description
Ananda Tohpati (Ketua Komite Audit/ Komisaris) (Chairman of Audit Committee/ Commissioner)	Ananda Tohpati (Ketua Komite Audit/ Komisaris) (Chairman of Audit Committee/ Commissioner)	Ananda Tohpati (Ketua Komite Audit/ Komisaris) (Chairman of Audit Committee/ Commissioner)	Jabatan Ketua Komite Audit, Ananda Tohpati, diperpanjang. The position of Audit Committee Chairman, Ananda Tohpati, was extended.
Agus Pranowo (Anggota Komite Audit/ Pihak Independen) (Member of Audit Committee/ Independent Party)			Agus Pranowo, M. Nirfan, dan Asep Chaerudin tidak lagi menjabat sejak 31 Oktober 2022 karena masa tugasnya yang telah selesai. Agus Pranowo, M. Nirfan, and Asep Chaerudin no longer served since October 31, 2022 due to the completion of their terms of office.
M. Nirfan (Anggota Komite Audit/ Pihak Independen) (Member of Audit Committee/ Independent Party)			
Asep Chaerudin (Anggota Komite Audit/ Pihak Independen) (Member of Audit Committee/ Independent Party)			
	Wildan Perawira Utama (Anggota Komite Audit/ Pihak Independen) (Member of Audit Committee/ Independent Party)	Wildan Perawira Utama (Anggota Komite Audit/ Pihak Independen) (Member of Audit Committee/ Independent Party)	Wildan Perawira Utama diangkat menjadi Anggota Komite Audit sejak 31 Oktober 2022. Wildan Perawira Utama was appointed as a Member of Audit Committee since October 31, 2022.

Periode 1 Januari s.d 31 Oktober 2022 Period January 1 to October 31, 2022	Periode 31 Oktober s.d 1 Desember 2022 Period October 31 to December 1, 2022	Periode 1 Desember s.d 31 Desember 2022 Period December 1 to December 31, 2022	Keterangan Description
		Joni Nazarudin (Anggota Komite Audit/ Pihak Independen) (Member of Audit Committee/ Independent Party)	Joni Nazarudin diangkat menjadi Anggota Komite Audit sejak 1 Desember 2022. Joni Nazarudin was appointed as a Member of Audit Committee since December 1, 2022.

Susunan Komite Audit per 31 Desember 2022
Audit Committee Composition as of December 31, 2022

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period
Ananda Tohpati	Ketua/Komisaris Chairman/ Commissioner	Surat Keputusan Dewan Komisaris No. Kpts-008/DEKOM.PL/2020-S8 tanggal 30 Oktober 2020 dan No. Kpts-003/DEKOM.PL/2022-S8 tanggal 31 Oktober 2022 Board of Commissioners Decree No. Kpts-008/DEKOM.PL/2020-S8 dated October 30, 2020 and No. Kpts-003/DEKOM.PL/2022-S8 dated October 31, 2022	Mengikuti masa jabatan sebagai Komisaris Following the term of office as Commissioner	
Wildan Perawira Hutama	Anggota/Pihak Independen Member/ Independent Party	Surat Keputusan Dewan Komisaris No. Kpts-003/DEKOM.PL/2022-S8 tanggal 31 Oktober 2022 Board of Commissioners Decree No. Kpts-003/DEKOM.PL/2022-S8 dated October 31, 2022	1 November 2022 s.d 31 Oktober 2024 November 1, 2022 to October 31, 2024	Ke-1 1 st
Joni Nazarudin	Anggota/Pihak Independen Member/ Independent Party	Surat Keputusan Dewan Komisaris No. Kpts-007/DEKOM.PL/2022-S8 tanggal 23 November 2022 Board of Commissioners Decree No. Kpts-007/DEKOM.PL/2022-S8 dated November 23, 2022	01 Desember 2022 s.d 30 November 2024 December 01, 2022 to November 30, 2024	Ke-1 1 st

Ananda Tohpati

Ketua Komite Audit/Komisaris | Chairman of Audit Committee/Commissioner

Profil Ketua Komite Audit, Ananda Tohpati, dapat dilihat pada bab Profil Perusahaan dalam bagian Profil Dewan Komisaris.

The profile of Chairman of Audit Committee, Ananda Tohpati, can be seen in the Company Profile chapter in Board of Commissioners Profile section.

Wildan Perawira Hutama

Anggota Komite Audit/Pihak Independen | Member of Audit Committee/Independent Party

Periode menjabat: 01 November 2022 s.d 31 Oktober 2024, Periode ke-1 | Term of office: November 1, 2022 to October 31, 2024, 1st period

Warga negara Indonesia berdomisili di Jakarta, berusia 45 tahun. Beliau meraih gelar Sarjana Teknik dan Manajemen Industri dari Universitas Pasundan (1999), dan Master of Business Administration in Finance dari Universitas Gadjah Mada (2017). Dalam perjalanan karirnya, beliau pernah menjabat sebagai *Chief Internal Audit* (2014-2018) di Pertamina Lubricants; *Manager Audit Investigasi* (2018-2021) di PT Pertamina (Persero); dan *Chief Audit Executive* (2021 - 2023) di PT Pertamina Hulu Indonesia. Saat ini beliau menjabat sebagai *Chief Audit Executive* di PT Pertamina Power Indonesia (2023-sekarang).

Indonesian citizen domiciled in Jakarta, 45 years old. Holds a Bachelor of Engineering and Industrial Management from Pasundan University (1999), and a Master of Business Administration in Finance from Gadjah Mada University (2017). Has served as Chief Internal Audit (2014-2018) at Pertamina Lubricants; Investigation Audit Manager (2018-2021) at PT Pertamina (Persero); and Chief Audit Executive (2021 - 2023) at PT Pertamina Hulu Indonesia. Currently serves as Chief Audit Executive at PT Pertamina Power Indonesia (2023-present).

Joni Nazarudin

Anggota Komite Audit/Pihak Independen | Member of Audit Committee/Independent Party

Periode menjabat: 01 Desember 2022 s.d. 30 November 2024, Periode ke-1 | Term of office: December 1, 2022 to November 30, 2024, 1st Period

Warga negara Indonesia berdomisili di Jakarta, 59 tahun. Beliau meraih gelar Sarjana FISIP dari Universitas Gadjra Mada (1988). Dalam perjalanan karirnya, beliau pernah menjabat sebagai Komite Audit di PT Pertamina Patra Niaga (2021-2022); Contract Expert DITMP2 di PT Pertamina Kilang International (2020-2022); dan Komite Audit di PT Pertamina Hulu Rokan (2021-2022). Per 31 Desember 2022 beliau tidak memiliki rangkap jabatan baik di dalam maupun di luar Perusahaan.

Indonesian citizen domiciled in Jakarta, 59 years old. Holds a Bachelor degree in FISIP from Gadjra Mada University (1988). Has served as Audit Committee at PT Pertamina Patra Niaga (2021-2022); Contract Expert DITMP2 at PT Pertamina Kilang International (2020-2022); and Audit Committee at PT Pertamina Hulu Rokan (2021-2022).

As of December 31, 2022, held no concurrent positions both inside and outside the Company.

Independensi Anggota Komite Audit

Keanggotaan Komite Audit bersifat independen. Adapun seluruh anggota tidak memiliki hubungan afiliasi dengan manajemen Perusahaan termasuk menjabat salah satu jabatan dalam struktur organisasi Perusahaan maupun Anak Perusahaan.

Independence of Audit Committee Members

The membership of Audit Committee are independent. All members have no affiliation with the Company's management, including holding a position in the organizational structure of the Company or its subsidiaries.

Independensi Komite Audit
Independence of Audit Committee

Kriteria Independensi Independence Criteria	Ananda Tohpati	Agus Pranowo	M. Nirfan	Asep Chaerudin
Merupakan orang dalam Kantor Akuntan Publik yang memberikan jasa audit non audit pada Perusahaan dalam 1 (satu) tahun terakhir sebelum diangkat oleh Komisaris. A person in a Public Accounting Firm that provides non-audit audit services to the Company in the last 1 (one) year before being appointed by the Commissioner.	x	x	x	x
Memiliki kepentingan/keterikatan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perusahaan. Has personal interests/attachments that may have a negative impact and conflict of interest on the Company.	x	x	x	x
Mempunyai hubungan afiliasi dengan Direksi dan Komisaris. Has an affiliation with the Board of Directors and Board of Commissioners.	x	x	x	x
Memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Have a direct or indirect business relationship related to the Company's business activities.	x	x	x	x

v : Ya | x = Tidak ; v : Yes | x = No

Piagam Komite Audit

Komite Audit telah memiliki Piagam (*Charter*) yang ditetapkan oleh Dewan Komisaris pada tanggal 28 November 2022, sebagai pedoman dan acuan kerja anggota Komite Audit. Isi Piagam Audit mencakup persyaratan keanggotaan termasuk persyaratan kompetensi dan independensi, tugas dan tanggung jawab, wewenang, peran, rapat, dan pelaporan.

Audit Committee Charter

Audit Committee has a Charter established by the Board of Commissioners on November 28, 2022, as a guideline and work reference for members of Audit Committee. The Audit Charter covers membership requirements including competency and independence requirements, duties and responsibilities, authority, roles, meetings, and reporting.

Tugas dan Tanggung Jawab serta Kewajiban Lain Komite Audit

Tugas Komite Audit adalah membantu Dewan Komisaris melaksanakan tugas dan tanggung jawabnya terkait fungsi pengawasan, meliputi:

- Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor;
- Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Satuan Pengawasan Intern maupun auditor eksternal;
- Memberikan rekomendasi penyempurnaan sistem pengendalian manajemen Perusahaan serta pelaksanaannya;
- Memastikan bahwa telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perusahaan;
- Melakukan pengawasan dan mengevaluasi kinerja dari pelaksanaan program HSSE dan Waste Management Policy di seluruh lingkungan kerja Perusahaan, kinerja bidang Human Capital Management serta Digital Transformation Perusahaan;
- Melakukan Analisa dan identifikasi hal-hal yang memerlukan perhatian Komisaris serta melakukan tugas - tugas lain yang diberikan Dewan Komisaris kepada Komite Audit sesuai dengan tugas dan kewajiban Dewan Komisaris.
- Melakukan monitoring kinerja perusahaan secara periodik melalui rapat dengan Komite Dewan Komisaris dan atau Senior Leader Perusahaan (Para VP) minimal sekali dalam sebulan, untuk membahas laporan bulanan manajemen perusahaan dan dilaporkan kepada Dewan Komisaris sebagai bahan masukan rapat Dewan Komisaris – Dewan Direksi.
- Melakukan rapat koordinasi dengan Komite Operasi serta Komite Nominasi dan Remunerasi sebelum menyampaikan usulan rekomendasi Komite kepada Dewan Komisaris.
- Membuat rencana kerja tahunan Komite Audit dan membuat Laporan Tahunan hasil kerja komite kepada Dewan Komisaris

Di samping itu, Komite Audit juga membantu Dewan Komisaris untuk mengevaluasi hal-hal yang berkaitan dengan:

- Laporan keuangan Perusahaan;
- Laporan kinerja bulanan Perusahaan;
- Rencana Kerja dan Anggaran Perusahaan (RKAP);
- Audit keuangan Perusahaan;
- Pengaduan masyarakat;
- Hutang dan piutang Perusahaan;
- Penghapusan dan pelepasan aset.

Audit Committee Duties and Responsibilities and Other Obligations

The duties of Audit Committee are to assist the Board of Commissioners in carrying out its duties and responsibilities related to the supervisory function, including:

- Assisting the Board of Commissioners to ensure the effectiveness of internal control systems and the effectiveness of duties implementation of external auditors and internal auditors;
- Assessing the implementation of activities and audit results carried out by the Internal Audit Unit and External Auditors;
- Provide recommendations for improving the Company's management control system and its implementation;
- Ensure that there is a satisfactory evaluation procedure for all information issued by the Company;
- Supervise and evaluate the performance of HSSE program implementation and Waste Management Policy throughout the Company's work environment, the performance of Human Capital Management and the Company's Digital Transformation;
- Analyze and identify matters that require the Board of Commissioners' attention and perform other duties assigned by the Board of Commissioners to the Audit Committee in accordance with the duties and obligations of Board of Commissioners.
- Monitoring the Company's performance periodically through meetings with the Board of Commissioners Committee and or the Company's Senior Leaders (VPs) at least once a month, to discuss the monthly reports of the Company's management and reported to the Board of Commissioners as input for the Board of Commissioners - Board of Directors meeting.
- Conduct coordination meetings with the Operations Committee and Nomination and Remuneration Committee before submitting the Committee's proposal recommendations to the Board of Commissioners.
- Make an annual work plan of Audit Committee and make an Annual Report of the committee's performance to the Board of Commissioners.

In addition, Audit Committee also assists the Board of Commissioners to evaluate matters relating to:

- The Company's financial statements;
- The Company's monthly performance report;
- The Company's Work Plan and Budget (RKAP);
- Financial audit of the Company;
- Public complaints;
- Company's debts and receivables;
- Asset write-offs and disposals.

Rapat Komite Audit

Komite Audit menyelenggarakan rapat sekurang-kurangnya satu kali dalam setiap bulan, atau bilamana diperlukan. Di sepanjang tahun 2022 Komite Audit telah melaksanakan rapat internal, Rapat Koordinasi dengan Internal Audit dan/atau HSSE, turut berpartisipasi dalam rapat Dewan Komisari, baik internal maupun dengan Direksi, Rapat Gabungan Komite Dewan Komisaris dengan Manajemen Perusahaan, serta hadir dalam undangan rapat koordinasi Komite Audit *Holding* maupun *Subholding*.

Audit Committee Meetings

Audit Committee holds meetings at least once a month, or as needed. Throughout 2022, Audit Committee has conducted internal meetings, Coordination Meetings with Internal Audit and/or HSSE, participated in Board of Commissioners meetings, both internal and with the Board of Directors, Joint Meetings of Board of Commissioners Committees with Company Management, and attended invitations to Holding and Subholding Audit Committee coordination meetings.

Frekuensi Kehadiran Rapat Komite Audit Tahun 2022
Attendance Frequency of Audit Committee Meetings in 2022

Komite Audit Audit Committee	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance
Ananda Tohpati (Ketua Komite/Komisaris) (Committee Chairman/Commissioner)	58	54	93
Agus Pranowo (Anggota/Pihak Independen) (Member/Independent Party)	44	44	100
M. Nirfan (Anggota/Pihak Independen) (Member/Independent Party)	43	40	93
Asep Chaerudin (Anggota/Pihak Independen) (Member/Independent Party)	43	34	79
Wildan Perawira Utama (Anggota/Pihak Independen) (Member/Independent Party)	1	1	100
Joni Nazarudin (Anggota/Pihak Independen) (Member/Independent Party)	-	-	-
Rata-rata Average		93	

Program Pengembangan Kompetensi

Sepanjang tahun 2022, program pengembangan kompetensi Komite Audit adalah sebagai berikut:

Competency Development Program

Throughout 2022, Audit Committee competency development program is as follows:

Pelatihan Komite Audit

Audit Committee Training

Nama Name	Jenis Pelatihan atau Sertifikasi Type of Training or Certification	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Agus Pranowo (Anggota/Pihak Independen) (Member/Independent Party)	Pelatihan Publik – Leveraging the Roles of Audit Committee (National Conference IKAI 2022) Public Training - Leveraging the Roles of Audit Committee (National Conference IKAI 2022)	Jakarta, 2022	Pertamina Corporate University (PCU)
	Pelatihan Enterprise Risk Management (ERM) berbasis ISO 31000 dan Sertifikasi CRP (Certified Risk Professional) ISO 31000-based Enterprise Risk Management (ERM) Training and CRP Certification (Certified Risk Professional)	Jakarta, 2022	Pertamina Corporate University (PCU)

Nama Name	Jenis Pelatihan atau Sertifikasi Type of Training or Certification	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Asep Chaerudin (Anggota/Pihak Independen) (Member/Independent Party)	Internalisasi New KKEP (Kriteria Kinerja Ekselen Pertamina) Internalization of New KKEP (Pertamina Ekselen Performance Criteria)	Jakarta, 2022	Tim QMS PT Pertamina (Persero)
	TOEIC Preparation	Jakarta, 2022	The British Institute (TBI)
Wilda Perawira Utama (Anggota/Pihak Independen) (Member/Independent Party)	Loop Certified Corporate Coach	Jakarta, 2022	Loop Institute of Coaching
	Certified Internal Audit Executive	Jakarta, 2022	BPKP

Laporan Singkat Pelaksanaan Kegiatan Komite Audit

Sepanjang tahun 2022, Komite Audit telah menjalankan tugas dan berbagai kegiatan, meliputi:

- Komite Audit telah memberikan masukan dalam revisi Pedoman RKAP, Pedoman Investasi, dan Pedoman Pengadaan Barang/Jasa.
- Komite Audit terlibat aktif dan memberikan masukan perbaikan dalam proses Usulan Penghapusan, dan Pelepasan (UPP) atas material dan produk *off spec*.
- Komite Audit telah berkoordinasi dengan Internal Audit Perusahaan, terkait hal-hal berikut:
 - Proses penunjukan KAP termasuk melakukan review *Owner's Estimate* (OE) dan Kerangka Acuan Kerja (KAK).
 - Monitoring audit atas Laporan keuangan Perusahaan tahun 2022 oleh KAP agar Laporan Keuangan disajikan sesuai Standard Akuntansi Keuangan yang berlaku, membahas temuan auditor KAP serta memastikan audit Laporan Keuangan selesai tepat waktu dan jadwal.
 - Supervisi pelaksanaan program kerja Internal Audit selama tahun 2022 dan mengarahkan penugasan Internal Audit sesuai *concern* Dewan Komisaris/Direksi.
 - melakukan *challenge session* dan menyetujui program kerja/Annual Audit Plan Internal Audit tahun 2023.
 - melakukan evaluasi dan penilaian atas kinerja fungsi Internal Audit tahun 2022.
- Komite Audit melakukan *Management Walk Throught* (MWT) di DSP dan Production Unit Perusahaan, serta berkoordinasi dengan Internal Audit untuk penyelesaian tindak lanjut.
- Komite Audit memberikan masukan dalam pengelolaan HSSE dan memonitor pencapaian kinerja HSSE di seluruh fungsi PTPL.
- Komite Audit telah melakukan evaluasi kebijakan dan prosedur operasional PTPL yang menjadi *concern* Dewan Komisaris.

Brief Report on the Implementation of Audit Committee Activities

Throughout 2022, Audit Committee has carried out its duties and various activities, including:

- Audit Committee has provided input in the revision of RKAP Guidelines, Investment Guidelines, and Goods/Services Procurement Guidelines.
- Audit Committee was actively involved and provided input for improvement in the Proposed Removal, and Release (UPP) process for off spec materials and products.
- Audit Committee has coordinated with the Company's Internal Audit, regarding the following matters:
 - KAP appointment process including reviewing the Owner's Estimate (OE) and Terms of Reference (KAK).
 - Monitoring the audit of the Company's 2022 financial statements by KAP so that the Financial Statements are presented in accordance with applicable Financial Accounting Standards, discussing KAP's auditor findings and ensuring that the audit of the Financial Statements is completed on time and on schedule.
 - Supervising the implementation of Internal Audit's work program for 2022 and directing the Internal Audit assignment in accordance with the Board's concerns
 - Conduct challenge sessions and approve the Internal Audit work program/Annual Audit Plan for 2023.
 - Evaluate and assess the performance of Internal Audit function in 2022.
- Audit Committee conducted Management Walk Throught (MWT) in DSP and Production Unit of the Company, and coordinated with Internal Audit for the completion of follow-up.
- Audit Committee provided input in HSSE management and monitored the achievement of HSSE performance in all PTPL functions.
- Audit Committee has evaluated PTPL's operational policies and procedures which are the Board of Commissioners' concern.

KOMITE OPERASI

Perusahaan membentuk Komite Operasi dalam rangka membantu Dewan Komisaris dalam melakukan pengawasan atas kegiatan operasi yang dilakukan Direksi bersama jajarannya.

Ketentuan Masa Jabatan

Sebagaimana tertuang dalam Peraturan Menteri BUMN No. PER-06/MBU/04/2021 Tahun 2021 tentang Perubahan atas Peraturan Menteri BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, anggota Komite Operasi diangkat untuk masa jabatan paling lama 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun. Keanggotaan Komite Operasi dapat berakhir sewaktu-waktu sebelum masa jabatan berakhir sesuai keputusan Dewan Komisaris.

Bagi anggota Komite Operasi yang merupakan Komisaris, masa jabatannya menyesuaikan dengan jabatannya sebagai Komisaris.

Susunan dan Profil Komite Operasi

Di tahun 2022 terdapat perubahan susunan Komite Operasi, dengan kronologis perubahan susunan serta susunan Komite Operasi di akhir tahun 2022 dapat dilihat di bawah ini.

OPERATIONS COMMITTEE

The Company established the Operations Committee in order to assist the Board of Commissioners in supervising the operations carried out by the Board of Directors and all levels of management.

Terms of Office

As stipulated in the Minister of SOE Regulation No. PER-06/MBU/04/2021 on 2021 concerning Amendments to Regulation of the Minister of SOEs No. PER-12/MBU/2012 concerning Supporting Organ of Board of Commissioners/Supervisory Board of State-Owned Enterprises, members of Operations Committee are appointed for a maximum term of 3 (three) years and can be extended 1 (one) time for 2 (two) years. The membership of Operations Committee can be terminated at any time before the term of office ends in accordance with the Board of Commissioners' decision.

For members of Operations Committee who are Commissioners, their term of office adjusts to their position as Commissioner.

Operations Committee Composition and Profile

In 2022, there were changes in the composition of Operations Committee, with the chronology of changes in the composition and the composition of Operations Committee at the end of 2022 can be seen below.

Kronologi Perubahan Susunan Komite Operasi di Sepanjang Tahun 2022
Chronology of Changes in Operations Committee Composition throughout 2022

Periode 1 Januari s.d 31 Oktober 2022 Period January 1 to October 31, 2022	Periode 31 Oktober s.d 31 Desember 2022 Period October 31 to December 31, 2022	Keterangan Description
Patuan Alfon Simanjuntak (Ketua Komite Operasi/Komisaris) (Chairman of Operations Committee/Commissioner)	Patuan Alfon Simanjuntak (Ketua Komite Operasi/Komisaris) (Chairman of Operations Committee/Commissioner)	Jabatan Ketua Komite Operasi, Patuan Alfon Simanjuntak, diperpanjang. The position of Chairman of Operations Committee, Patuan Alfon Simanjuntak, was extended.
Edhie Satriyo D.N (Anggota Komite Operasi/ Pihak Independen) (Member of Operations Committee/ Independent Party)		Edhie Satriyo D.N, dan Abal Amsari tidak lagi menjabat sejak 31 Oktober 2022 karena masa tugasnya yang telah selesai. Edhie Satriyo D.N, and Abal Amsari no longer served as of October 31, 2022 due to the completion of their term of office.
Abal Amsari (Anggota Komite Operasi/ Pihak Independen) (Member of Operations Committee/ Independent Party)		
Hery Fitrawan (Anggota Komite Operasi/ Pihak Independen) (Member of Operations Committee/ Independent Party)	Hery Fitrawan (Anggota Komite Operasi/ Pihak Independen) (Member of Operations Committee/ Independent Party)	Jabatan Anggota Komite Operasi, Hery Fitrawan, diperpanjang. The position of Member of Operations Committee, Hery Fitrawan, was extended.

Susunan Komite Operasi per 31 Desember 2022

Operations Committee Composition as of December 31, 2022

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period
Patuan Alfon Simanjuntak	Ketua/Komisaris Chairman/ Commissioner	Surat Keputusan Dewan Komisaris No. Kpts-007/DEKOM.PL/2020-S8 tanggal 30 Oktober 2020 dan No Kpts-004/DEKOM.PL/2022-S8 tanggal 31 Oktober 2022 Board of Commissioners Decree No. Kpts-007/DEKOM.PL/2020-S8 dated October 30, 2020 and No. Kpts-004/DEKOM.PL/2022-S8 dated October 31, 2022	Mengikuti masa jabatan sebagai Dewan Komisaris Following the term of office as Board of Commissioners	
Hery Fitrawan	Anggota/Pihak Independen Member/ Independent Party	Surat Keputusan Dewan Komisaris No. Kpts-007/DEKOM.PL/2020-S8 tanggal 30 Oktober 2020 dan No. Kpts-004/DEKOM.PL/2022-S8 tanggal 31 Oktober 2022 Board of Commissioners Decree No. Kpts-007/DEKOM.PL/2020-S8 dated October 30, 2020 and No. Kpts-004/DEKOM.PL/2022-S8 dated October 31, 2022	1 November 2020 s.d. 31 Oktober 2022 dan 1 November 2022 s.d. 31 Oktober 2024 November 1, 2020 to October 31, 2022 and November 1, 2022 to October 31, 2024	Ke-2

Patuan Alfon Simanjuntak

Ketua Komite Audit/Komisaris | Chairman of Audit Committee/Commissioner

Profil Ketua Komite Operasi, Patuan Alfon Simanjuntak, dapat dilihat pada bab Profil Perusahaan dalam bagian Profil Dewan Komisaris.

The profile of Chairman of Operations Committee, Patuan Alfon Simanjuntak, can be seen in the Company Profile chapter in Board of Commissioners Profile section.

Hery Fitrawan

Anggota Komite Operasi/Pihak Independen | Member of Operations Committee/Independent Party

Periode menjabat: 1 November 2020 s.d. 31 Oktober 2022 dan 1 November 2022 s.d. 31 Oktober 2024, Periode ke-2

Term of office: November 1, 2020 to October 31, 2022 and November 1, 2022 to October 31, 2024, 2nd Period

Warga negara Indonesia, berdomisili di Tangerang, Banten, berusia 58 tahun. Beliau meraih gelar Sarjana Teknik Kimia dari Universitas Sriwijaya (1990) dan Magister Manajemen dari Universitas Gadjah Mada (2000). Dalam perjalanan karirnya, beliau pernah menjabat sebagai *Assistant Manager Integrasi Sales and Distribution Dukungan Proses Bisnis Pertamina Lubricants* (2004-2006); *Manager Production Unit Cilacap, Gresik, Jakarta Pertamina Lubricants* (2006-2016); dan VP Produksi Pertamina Lubricants (2016-2020). Per 31 Desember 2022 beliau tidak memiliki rangkap jabatan baik di dalam maupun di luar Perusahaan.

Indonesian citizen, domiciled in Tangerang, Banten, 58 years old. Holds a Bachelor of Chemical Engineering degree from Sriwijaya University (1990) and a Master of Management degree from Gadjah Mada University (2000). Has served as Assistant Manager of Sales and Distribution Integration Business Process Support Pertamina Lubricants (2004-2006); Manager of Production Unit Cilacap, Gresik, Jakarta Pertamina Lubricants (2006-2016); and VP Production Pertamina Lubricants (2016-2020).

As of December 31, 2022, held no concurrent positions both inside and outside the Company.

Independensi Anggota Komite Operasi

Ketua maupun anggota Komite Operasi berkedudukan independen dalam menjalankan tugas dan tanggung jawabnya.

Independence of Operations Committee Members

The Chairman and members of Operations Committee are independent in carrying out their duties and responsibilities.

Piagam Komite Operasi

Komite Operasi telah memiliki Piagam (*Charter*) yang ditetapkan oleh Dewan Komisaris pada tanggal 31 Maret 2021, sebagai pedoman dan acuan kerja anggota Komite Operasi. Isi Piagam Operasi mencakup persyaratan keanggotaan termasuk persyaratan kompetensi dan independensi, tugas dan tanggung jawab, wewenang, peran, rapat, dan pelaporan.

Tugas dan Tanggung Jawab Komite Operasi

Komite Operasi menjalankan tugas dan tanggung jawab sebagai berikut:

1. Melakukan pemantauan dan memberikan evaluasi, serta tanggapan terhadap pelaksanaan operasi perusahaan, meliputi kegiatan Produksi, Distribusi, *strategic supply chain*, dan Pengembangan Perusahaan, termasuk inovasi dan penerapan teknologi baru;
2. Melakukan pemantauan dan memberikan evaluasi, serta tanggapan terhadap pelaksanaan operasi yang berkaitan dengan Kemitraan, Bina Lingkungan, dan *Corporate Social Responsibility*;
3. Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terutama terkait dengan bidang kerja komite Operasi;
4. Melakukan *monitoring* kinerja perusahaan secara periodik melalui rapat dengan Komite Dewan Komisaris lain dan atau *Senior Leader* Perusahaan (Para VP) minimal sekali dalam sebulan, untuk membahas laporan bulanan manajemen perusahaan dan dilaporkan kepada Dewan Komisaris sebagai bahan masukan rapat Dewan Komisaris – Dewan Direksi.
5. Membuat rencana kerja tahunan Komite Operasi dan membuat Laporan Tahunan hasil kerja komite kepada Dewan Komisaris;
6. Melaksanakan tugas lain yang diberikan Dewan Komisaris sesuai tugas Dewan Komisaris.
7. Menyusun dan mengevaluasi secara berkala Piagam Komite Operasi.

Rapat Komite Operasi

Komite Operasi menyelenggarakan rapat sekurang-kurangnya satu kali dalam setiap bulan, atau bilamana diperlukan. Selain rapat internal, Komite Operasi dapat mengundang Dewan Komisaris untuk turut serta hadir dalam rapat yang diselenggarakan.

Di sepanjang tahun 2022 Komite Operasi telah melaksanakan rapat Internal, rapat koordinasi dengan manajemen perusahaan meliputi fungsi Produksi, Distribusi, General Affair, Corporate Development, serta Komite Operasi turut berpartisipasi dalam rapat Dewan Komisari, baik internal maupun dengan Direksi, Rapat Gabungan Komite Dewan Komisaris dengan Manajemen Perusahaan. Berikut adalah frekuensi dan kehadiran Komite Operasi dalam rapat dan hasil rapat-rapat tersebut.

Operations Committee Charter

Operations Committee has a Charter established by the Board of Commissioners on March 31, 2021, as a guideline and work reference for members of Operations Committee. The contents of this Charter include membership requirements including competency and independence requirements, duties and responsibilities, authority, roles, meetings and reporting.

Operations Committee Duties and Responsibilities

Operations Committee carries out the following duties and responsibilities:

1. Monitoring and providing evaluation, as well as feedback on the implementation of Company operations, including Production, Distribution, strategic supply chain, and Corporate Development activities, including innovation and application of new technologies;
2. Monitoring and providing evaluations, as well as responses to the implementation of operations related to Partnership, Community Development, and Corporate Social Responsibility;
3. Provide reference materials and information for the needs of Board of Commissioners, especially related to the work of Operations Committee;
4. Monitoring the Company's performance periodically through meetings with other Board of Commissioners Committees and or the Company's Senior Leaders (VPs) at least once a month, to discuss the monthly reports of the Company's management and reported to the Board of Commissioners as input for the Board of Commissioners - Board of Directors meeting.
5. Make an annual work plan for the Operations Committee and make an Annual Report on the results of committee's work to the Board of Commissioners;
6. Carry out other duties assigned by the Board of Commissioners in accordance with the Board of Commissioners' duties.
7. Prepare and periodically evaluate the Operations Committee Charter.

Operations Committee Meetings

Operations Committee holds meetings at least once a month, or as and when required. In addition to internal meetings, the Operations Committee may invite the Board of Commissioners to participate in the meetings held.

Throughout 2022, Operations Committee has conducted internal meetings, coordination meetings with Company management including Production, Distribution, General Affairs, Corporate Development functions, and the Operations Committee participated in the Board of Commissioners meetings, both internal and with the Board of Directors, Joint Meetings of the Board of Commissioners Committee with Company Management. The following is the frequency and attendance of Operations Committee in meetings and the results of these meetings.

Frekuensi Kehadiran Rapat Komite Operasi Tahun 2022

Attendance Frequency of Operations Committee Meetings in 2022

Komite Operasi Operations Committee	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance
Patuan Alfon Simanjuntak (Ketua Komite Audit/Komisaris) (Chairman of Audit Committee/Commissioner)	31	29	94
Edhie Satriyo D.N (Anggota/Pihak Independen) (Member/Independent Party)	11	5	45
Abal Amsari (Anggota/Pihak Independen) (Member/Independent Party)	23	19	83
Hery Fitrawan (Anggota/Pihak Independen) (Member/Independent Party)	25	23	92
Rata-rata Average		73	

Program Pengembangan Kompetensi

Sepanjang tahun 2022, program pengembangan kompetensi Komite Operasi adalah sebagai berikut.

Laporan Singkat Pelaksanaan Kegiatan Komite Operasi

Sepanjang tahun 2022, Komite Operasi telah menjalankan tugas dan berbagai kegiatan, meliputi:

- Komite Operasi telah melakukan supervisi selama tahun 2022 melalui *monthly meeting* rutin yang dilaksanakan Dewan Komisaris bersama Direksi dan Manajemen PTPL perihal MSRKAP (Monitoring Sasaran RKAP) bulanan Perusahaan.
- Komite Operasi dalam pelaksanaan pengawasan telah melaksanakan *Management Walkthrough* (MWT) Production Unit, DSP, dan Sales Region.
- Komite Operasi bersama Komite Audit melaksanakan Pemeriksaan Fisik Produk yang rusak maupun unmovng/block stock yang diusulkan FUPP di seluruh Production Unit dan DSP, serta mengevaluasi dan merekomendasikan upaya untuk mengurangi terjadinya hal tersebut.
- Komite Operasi melakukan review atas RKAP 2022, dan *challenge session* atas RKAP 2023 dan RJPP 2023-2027 PTPL bersama Komite Dewan Komisaris (Komite Audit dan Komite Investasi), serta memberikan tanggapan dan saran serta masukan terkait Operasi (Aspek Produksi, distribusi, dan Pengembangan).
- Komite Operasi melakukan telaah *Integrated Report* Pertamina Lubricants tahun 2021, dan memberikan catatan atas kinerja produksi untuk dijadikan *lesson learned* di tahun 2022.
- Komite Operasi merekomendasikan agar kehandalan di Production Unit atau fasilitas produksi PTPL terjaga melalui pemeriksaan secara berkala (*predictive maintenance*).
- Komite Operasi merekomendasikan agar PTPL melakukan sistem digital untuk Tanki Timbun.

Competency Development Program

Throughout 2022, the competency development program of Operations Committee is as follows.

Brief Report on the Implementation of Operations Committee Activities

Throughout 2022, Operations Committee has carried out its duties and various activities, including:

- Operations Committee has supervised during 2022 through regular monthly meetings held by the Board of Commissioners with Board of Directors and PTPL Management regarding the Company's monthly MSRKAP (Monitoring RKAP Objectives).
- Operations Committee in the implementation of supervision has carried out Management Walkthrough (MWT) in the Production Unit, DSP and Sales Region.
- Operations Committee together with Audit Committee carried out a Physical Inspection of damaged products and unmovng/block stock proposed by FUPP in all Production Units and DSP, and evaluated and recommended efforts to reduce the occurrence.
- Operations Committee reviewed the 2022 RKAP, and challenge session on the 2023 RKAP and 2023-2027 PTPL RJPP with the Board of Commissioners Committee (Audit Committee and Investment Committee), and provided feedback and suggestions and input related to Operations (Production, distribution, and Development aspects).
- Operations Committee reviewed the Integrated Report of Pertamina Lubricants in 2021, and provided notes on production performance to be used as lesson learned in 2022.
- Operations Committee recommended that the reliability of PTPL's Production Unit or production facilities should be maintained through regular checks (predictive maintenance).
- Operations Committee recommended that PTPL should implement a digital system for Stockpile Tanks.

KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi & Remunerasi baru dibentuk di tahun 2022. Komite ini berfungsi sebagai organ yang membantu Dewan Komisaris dalam pelaksanaan tugas pengawasan atas perencanaan dan pelaksanaan nominasi dan remunerasi di lingkup Perusahaan. Komite Nominasi & Remunerasi bertanggung jawab secara langsung kepada Dewan Komisaris.

Ketentuan Masa Jabatan

Sebagaimana tertuang dalam Peraturan Menteri BUMN No. PER-06/MBU/04/2021 Tahun 2021 tentang Perubahan atas Peraturan Menteri BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, anggota Komite Nominasi & Remunerasi diangkat untuk masa jabatan paling lama 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun. Keanggotaan Komite Nominasi & Remunerasi dapat berakhir sewaktu-waktu sebelum masa jabatan berakhir sesuai keputusan Dewan Komisaris.

Bagi anggota Komite Nominasi & Remunerasi yang merupakan Komisaris, masa jabatannya menyesuaikan dengan jabatannya sebagai Komisaris.

Susunan dan Profil Komite Nominasi & Remunerasi

NOMINATION AND REMUNERATION COMMITTEE

Nomination & Remuneration Committee was newly established in 2022. This committee functions as an organ that assists the Board of Commissioners in carrying out its supervisory duties over the planning and implementation of nomination and remuneration within the Company. Nomination & Remuneration Committee is directly responsible to the Board of Commissioners.

Term of Office

As stipulated in the Minister of SOE Regulation No. PER-06/MBU/04/2021 on 2021 concerning Amendments to Regulation of the Minister of SOEs No. PER-12/MBU/2012 concerning Supporting Organ of Board of Commissioners/Supervisory Board of State-Owned Enterprises, members of Nomination & Remuneration Committee are appointed for a maximum term of 3 (three) years and can be extended 1 (one) time for 2 (two) years. Membership of Nomination & Remuneration Committee can be terminated at any time before the term of office ends in accordance with the Board of Commissioners' decision.

For members of Nomination & Remuneration Committee who are Commissioners, their term of office adjusts to their position as Commissioner.

Nomination & Remuneration Committee Composition and Profile

Susunan Komite Nominasi & Remunerasi per 31 Desember 2022
Nomination & Remuneration Committee Composition as of December 31, 2022

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period
Wahyu Widodo	Ketua/Komisaris Chairman/ Commissioner	Surat Keputusan Dewan Komisaris No.Kpts-002/DEKOM.PL/2022-S8 tanggal 18 Oktober 2022 dan No. Kpts-005/DEKOM.PL/2022-S8 tanggal 31 Oktober 2022 Board of Commissioners Decree No.Kpts-002/DEKOM.PL/2022-S8 dated October 18, 2022 and No. Kpts-005/DEKOM.PL/2022-S8 dated October 31, 2022	Mengikuti masa jabatannya sebagai Komisaris Following term of office as Commissioner	
Antonius Supri Hartono	Anggota/Pihak Independen Member/ Independent Party	Surat Keputusan Dewan Komisaris No.Kpts-005/DEKOM.PL/2022-S8 tgl 31 Oktober 2022 Board of Commissioners Decree No.Kpts-005/DEKOM.PL/2022-S8 dated October 31, 2022	01 November 2022 s.d. 31 Oktober 2024 November 1, 2022 to October 31, 2024	Ke-1 1st

Wahyu Widodo

Ketua Komite Nominasi & Remunerasi/Komisaris | Chairman of Nomination & Remuneration Committee/Commissioner

Profil Ketua Komite Nominasi & Remunerasi, Wahyu Widodo, dapat dilihat pada bab Profil Perusahaan dalam bagian Profil Dewan Komisaris.

The profile of Chairman of Nomination & Remuneration Committee, Wahyu Widodo, can be seen in the Company Profile chapter in Board of Commissioners Profile section.

Antonius Supri Hartono

Anggota Komite Nominasi & Remunerasi/Pihak Independen | Member of Nomination & Remuneration Committee/Independent Party
Periode menjabat: 01 November 2022 s.d 31 Oktober 2024, Periode ke-1

Term of office: November 1, 2022 to October 31, 2024, 1st Period

Warga negara Indonesia berdomisili di Surakarta, Jawa Tengah, berusia 61 tahun. Beliau meraih gelar Sarjana Akuntansi (1986). Sebelumnya, beliau pernah menjabat sebagai Kepala Kantor Cabang Bank BRI (2004-2017), Group Head Analisa Risiko Kredit Bank BRI (2001-2004), dan Kepala Bagian Audit Kantor Inspeksi Bank BRI (1999-2001). Saat ini beliau juga menjabat sebagai Kepala Perwakilan Wilayah Jawa Tengah dan Jogjakarta PT Sinar Usaha Cemerlang (2022-Sekarang).

Indonesian citizen domiciled in Surakarta, Central Java, 61 years old. Holds a Bachelor degree in Accounting (1986). Previously served as Head of Branch Office of Bank BRI (2004-2017), Group Head of Credit Risk Analysis of Bank BRI (2001-2004), and Head of Audit Section of Inspection Office of Bank BRI (1999-2001). Currently, also serves as the Regional Representative Head of Central Java and Jogjakarta of PT Sinar Usaha Cemerlang (2022-Present).

Independensi Komite Nominasi & Remunerasi

Ketua maupun anggota Komite Nominasi & Remunerasi berkedudukan independen dalam menjalankan tugas dan tanggung jawabnya.

Piagam Komite Nominasi & Remunerasi

Komite Nominasi & Remunerasi telah memiliki Piagam (*Charter*) yang ditetapkan oleh Dewan Komisaris pada tanggal 28 November 2022. Isi Piagam Komite Nominasi & Remunerasi mencakup persyaratan keanggotaan termasuk persyaratan kompetensi dan independensi, tugas dan tanggung jawab, wewenang, peran, rapat, dan pelaporan.

Tugas dan Tanggung Jawab Komite Nominasi & Remunerasi

Komite Nominasi & Remunerasi memiliki tugas dan tanggung jawab sebagai berikut:

1. Memantau pelaksanaan dan mengevaluasi hasil *assessment* berkala tentang penerapan Nominasi dan Remunerasi.
2. Memberikan usulan Remunerasi Direksi dan Dewan Komisaris, serta Nominasi Direksi Perusahaan dan Direksi Anak Perusahaan.
3. Memantau pelaksanaan dan mengevaluasi hasil *assessment* Kepatuhan terhadap regulasi atau *Good Corporate Governance* (GCG).
4. Melakukan telaah atas kinerja Perusahaan meliputi bidang Keuangan, *Strategic Portfolio*, dan *Corporate Risk Management*.
5. Melakukan *monitoring* kinerja perusahaan secara periodik melalui rapat dengan Komite Dewan Komisaris dan atau *Senior Leader* Perusahaan (Para VP) minimal sekali dalam sebulan, untuk membahas laporan bulanan manajemen perusahaan dan dilaporkan kepada Dewan Komisaris sebagai bahan masukan rapat Dewan Komisaris – Dewan Direksi.
6. Melakukan rapat koordinasi dengan Komite Audit dan Komite Operasi sebelum menyampaikan usulan rekomendasi Komite kepada Dewan Komisaris.

Independence of Nomination & Remuneration Committee

The Chairman and members of Nomination & Remuneration Committee are independent in carrying out their duties and responsibilities.

Nomination & Remuneration Committee Charter

Nomination & Remuneration Committee has a Charter which was established by the Board of Commissioners on November 28, 2022. The Nomination & Remuneration Committee Charter covers membership requirements including competency and independence requirements, duties and responsibilities, authority, roles, meetings and reporting.

Nomination & Remuneration Committee Duties and Responsibilities

Nomination & Remuneration Committee has the following duties and responsibilities:

1. Monitor the implementation and evaluate the results of periodic assessments on the Nomination and Remuneration implementation.
2. Provide proposals for the Remuneration of Board of Directors and Board of Commissioners, as well as the Nomination of Board of Directors of the Company and Board of Directors of Subsidiaries.
3. Monitor the implementation and evaluate the results of the Compliance assessment with regulations or Good Corporate Governance (GCG).
4. Reviewing the Company's performance including Finance, Strategic Portfolio, and Corporate Risk Management.
5. Monitoring the Company's performance periodically through meetings with the Board of Commissioners Committee and/or the Company's Senior Leaders (VPs) at least once a month, to discuss the monthly reports of the Company's management and reported to the Board of Commissioners as input for the Board of Commissioners - Board of Directors meeting.
6. Conduct coordination meetings with the Audit Committee and Operations Committee before submitting the Committee's proposed recommendations to the Board of Commissioners.

7. Membuat rencana kerja tahunan Komite Nominasi dan Remunerasi dan membuat Laporan Tahunan hasil kerja komite kepada Dewan Komisaris;
8. Melaksanakan Analisa dan tugas lain yang diberikan Dewan Komisaris sepanjang masih dalam lingkup tugas dan Kewajiban Dewan Komisaris.

Rapat Kerja Komite Nominasi & Remunerasi

Rapat Komite Nominasi dan Remunerasi dilaksanakan secara berkala setidaknya sekali dalam setahun bersama pihak-pihak terkait dengan Nominasi dan Remunerasi, selain itu Komite Nominasi dan Remunerasi turut melaksanakan rapat koordinasi dengan Komite lain Dewan Komisaris, untuk memberikan masukan/rekomendasi kepada Direksi melalui Dewan Komisaris, serta Komite Nominasi dan Remunerasi dapat hadir pada rapat Dewan Komisaris ataupun rapat gabungan Dewan Komisaris dan Direksi apabila diundang.

7. Make an annual work plan for the Nomination and Remuneration Committee and make an Annual Report on the results of the committee's work to the Board of Commissioners;
8. Carry out analysis and other duties given by the Board of Commissioners as long as it is within the scope of duties and obligations of Board of Commissioners.

Nomination & Remuneration Committee Meeting

Nomination and Remuneration Committee meetings are held regularly at least once a year with parties related to Nomination and Remuneration. In addition, Nomination and Remuneration Committee also conducts coordination meetings with other Committees of Board of Commissioners, to provide input/recommendations to the Board of Directors through the Board of Commissioners, and Nomination and Remuneration Committee can attend the Board of Commissioners meeting or joint meeting of Board of Commissioners with Board of Directors if invited.

Frekuensi Kehadiran Rapat Komite Nominasi & Remunerasi Tahun 2022
Attendance Frequency of Nomination & Remuneration Committee Meetings in 2022

Komite Nominasi & Remunerasi Nomination & Remuneration Committee	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance
Wahyu Widodo (Ketua Komite/Komisaris) (Chairman of Committee/Commissioner)*	6	6	100
Antonius Supri Hartono (Anggota) (Member)	1	1	100
Rata-rata Average		100	

Program Pengembangan Kompetensi

Sepanjang tahun 2022 tidak terdapat program pengembangan kompetensi yang diikuti oleh Komite Nominasi & Remunerasi.

Competency Development Program

Throughout 2022 there were no competency development programs attended by the Nomination & Remuneration Committee.

Laporan Singkat Pelaksanaan Kegiatan Komite Nominasi & Remunerasi

Sepanjang tahun 2022 Komite Nominasi & Remunerasi telah menjalankan tugas dan berbagai kegiatan, meliputi:

1. Komite Nominasi dan Remunerasi dibentuk melalui Surat Keputusan Dewan Komisaris No. Kpts-002/DEKOM.PL/2022-S8 tentang Pembagian Tugas Dewan Komisaris pada tanggal 18 Oktober 2022 dengan ditetapkannya Ketua Komite Nominasi dan Remunerasi, yang merupakan salah satu anggota Dewan Komisaris.
2. Pengangkatan Anggota Komite Nominasi dan Remunerasi dilakukan melalui Surat Keputusan Dewan Komisaris No. Kpts-005/DEKOM.PL/2022-S8 tentang Pembentukan dan Pengangkatan Komite Nominasi dan Remunerasi tanggal 31 Oktober 2022 dan ditetapkannya Piagam (*Charter*) Komite Nominasi dan Remunerasi pada tanggal 28 November 2022.

Brief Report on the Implementation of Nomination & Remuneration Committee Activities

Throughout 2022, Nomination & Remuneration Committee has carried out its duties and various activities, including:

1. Nomination and Remuneration Committee was established through the Board of Commissioners Decree No. Kpts-002/DEKOM.PL/2022-S8 on the Board of Commissioners' Division of Duties on October 18, 2022 with the appointment of Chairman of Nomination and Remuneration Committee, who is one of members of Board of Commissioners.
2. The appointment of members of Nomination and Remuneration Committee was made through the Board of Commissioners Decree No. Kpts-005/DEKOM.PL/2022-S8 on the Establishment and Appointment of Nomination and Remuneration Committee dated October 31, 2022 and establishment of the Nomination and Remuneration Committee Charter on November 28, 2022.

3. Komite Nominasi dan Remunerasi telah melakukan *supervise* melalui *monthly meeting* rutin yang dilaksanakan Dewan Komisaris bersama Direksi dan Manajemen PTPL perihal MSRKAP (*Monitoring* Sasaran RKAP) bulanan Perusahaan.
4. Ketua Komite Nominasi dan Remunerasi dalam pelaksanaan pengawasan telah melaksanakan *Management Walkthrough* (MWT) ke Production Unit Gresik), Sales Region V Surabaya, dan Gudang Nusantara di Pasar Turi, Surabaya.
5. Komite Nominasi dan Remunerasi melakukan *review* atau telaah MSRKAP Kinerja Oktober dan November 2022 sebagai rekomendasi Dewan Komisaris untuk disampaikan dalam Rapat BOC BOD di bulan November dan Desember 2022.
6. Komite Nominasi dan Remunerasi mengikuti Rapat Koordinasi Dewan Komisaris dan Komite terkait pembagian tugas Dewan Komisaris dan penyusunan Program Kerja Komite tahun 2023.

3. Nomination and Remuneration Committee has supervised through regular monthly meetings held by Board of Commissioners with Board of Directors and Management of PTPL regarding the Company's monthly MSRKAP (Monitoring RKAP Objectives).
4. Chairman of Nomination and Remuneration Committee in the implementation of supervision has conducted Management Walkthrough (MWT) to Gresik Production Unit, Sales Region V Surabaya, and Nusantara Warehouse in Turi Market, Surabaya.
5. Nomination and Remuneration Committee reviewed the MSRKAP Performance in October and November 2022 as a recommendation for Board of Commissioners to be submitted at the BOC BOD Meeting in November and December 2022.
6. Nomination and Remuneration Committee attended the Coordination Meeting of Board of Commissioners and Committees regarding the Board of Commissioners' division of duties and preparation of the Committee Work Program for 2023.

SEKRETARIS DEWAN KOMISARIS

Dewan Komisaris juga mengangkat Sekretaris Dewan Komisaris yang bertugas mengelola seluruh kegiatan kesekretariatan Dewan Komisaris dengan dibantu Tim *BOD BOC Support* dari Fungsi *Corporate Secretary*.

Ketentuan Masa Jabatan

Masa jabatan Sekretaris Dewan Komisaris dan staf Sekretariat Dewan Komisaris ditetapkan Dewan Komisaris maksimal 2 (dua) tahun, dan dapat diangkat kembali maksimal 1 (satu) kali periode masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

Profil Sekretaris Dewan Komisaris

Berdasarkan Surat Keputusan Dewan Komisaris No. Kpts-03/DEKOM.PL/2021-S8 tanggal 18 Juni 2021, Sekretaris Dewan Komisaris Perusahaan dijabat oleh Ibnu Prakoso.

Ibnu Prakoso

Sekretaris Dewan Komisaris | Secretary of Board of Commissioners

Periode menjabat: 01 Juli 2021 s.d. 30 Juni 2023., Periode ke-2 | Term of office: July 1, 2021 to June 30, 2023. 2nd Period

Warga negara Indonesia, berdomisili di Jakarta, berusia 60 tahun. Beliau meraih gelar Sarjana Teknik Fisika dari Institut Teknologi Sepuluh Nopember (1988) dan gelar Magister Teknik Instrumentasi & Kontrol dari Institut Teknologi Bandung (1995). Sebelumnya, beliau pernah menjabat sebagai Unit Pelumas Jakarta - Sales Region Manager - III, Jakarta PT Pertamina (Persero) (2012-2014), VP Sales & Key Account Pertamina Lubricants (2014-2017), dan VP Sales & Support Pertamina Lubricants (2017-2019).

Indonesian citizen, domiciled in Jakarta, 60 years old. Holds a Bachelor degree in Engineering Physics from Sepuluh November Institute of Technology (1988) and a Master degree in Instrumentation & Control Engineering from Bandung Institute of Technology (1995). Previously served as Jakarta Lubricants Unit - Sales Region Manager - III, Jakarta PT Pertamina (Persero) (2012-2014), VP Sales & Key Account Pertamina Lubricants (2014-2017), and VP Sales & Support Pertamina Lubricants (2017-2019).

SECRETARY OF BOARD OF COMMISSIONERS

Board of Commissioners also appoints Secretary of Board of Commissioners who is in charge of managing all secretarial activities of Board of Commissioners with assistance of BOD BOC Support Team from the Corporate Secretary Function.

Term of Office

The term of office of Secretary of Board of Commissioners and Board of Commissioners Secretariat staffs are determined by the Board of Commissioners for a maximum of 2 (two) years, and can be reappointed for a maximum of 1 (one) term of office, without prejudice to the right of Board of Commissioners to dismiss them at any time.

Secretary of Board of Commissioners Profile

Based on the Board of Commissioners Decree No. Kpts-03/DEKOM.PL/2021-S8 dated June 18, 2021, the Company's Secretary of Board of Commissioners is held by Ibnu Prakoso.

Tugas dan Tanggung Jawab Sekretaris Dewan Komisaris

Tugas dan Tanggung Jawab Sekretaris Dewan Komisaris adalah sebagai berikut:

1. Mempersiapkan rapat, termasuk bahan rapat Dewan Komisaris;
2. Membuat risalah rapat Dewan Komisaris sesuai dengan Anggaran Dasar Perusahaan;
3. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
4. Membantu menyusun rancangan rencana kerja dan Anggaran Dasar Komisaris; Membantu menyusun rancangan laporan-laporan Dewan Komisaris; dan
5. Melaksanakan tugas lain dari Dewan Komisaris;
6. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG;
7. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
8. Mengkoordinasikan anggota komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris; dan
9. Sebagai penghubung (*Liaison Officer*) Dewan Komisaris dengan pihak lainnya.

Program Pengembangan Kompetensi

Sepanjang tahun 2022 program pengembangan kompetensi Sekretaris Dewan Komisaris adalah sebagai berikut:

Pelatihan Sekretaris Dewan Komisaris

Nama Name	Jenis Pelatihan atau Sertifikasi Type of Training or Certification	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Ibnu Prakoso	Driving Sustainable Growth Through Supply Chain Resilience	Jakarta	PT Pertamina Training & Consulting

Pelaksanaan Tugas Sekretaris Dewan Komisaris Tahun 2022

Sepanjang tahun 2022 Sekretaris Dewan Komisaris telah melaksanakan fungsi dan tugasnya yaitu:

- Membantu dan memfasilitasi kegiatan Dewan Komisaris dalam pelaksanaan tugas rutinnya antara lain, yaitu pelaksanaan rapat Dewan Komisaris, rapat Dewan Komisaris dan Direksi serta termasuk menyiapkan notulen dan mendistribusikannya, mengelola kegiatan administrasi, membantu mengkoordinasikan kegiatan komite, menyusun rencana kerja dan anggaran Dewan Komisaris, laporan Dewan Komisaris serta menyelesaikan tugas-tugas lain dewan komisaris.

Secretary of Board of Commissioners Duties and Responsibilities

The Duties and Responsibilities of Secretary of Board of Commissioners are as follows:

1. Preparing meetings, including materials for Board of Commissioners meetings;
2. Preparing minutes of the Board of Commissioners meetings in accordance with the Company's Articles of Association;
3. Administering the Board of Commissioners documents, including incoming letters, outgoing letters, minutes of meetings and other documents;
4. Assist in drafting the work plan and Articles of Association of the Board of Commissioners; Assist in drafting reports of the Board of Commissioners; and
5. Carry out other duties assigned by the Board of Commissioners;
6. Ensure that the Board of Commissioners complies with laws and regulations and implements GCG principles;
7. Provide information required by the Board of Commissioners periodically and/or at any time upon request;
8. Coordinating committee members, if necessary in order to expedite the duties of Board of Commissioners; and
9. Serving as the Board of Commissioners' liaison officer with other parties.

Competency Development Program

Throughout 2022, the Secretary of Board of Commissioners' competency development program is as follows:

Secretary of Board of Commissioners Training

Implementation of Secretary of Board of Commissioners Duties in 2022

Throughout 2022, Secretary of Board of Commissioners has carried out its functions and duties, namely:

- Assisting and facilitating the Board of Commissioners' activities in carrying out its routine duties, among others, namely the implementation of Board of Commissioners meetings, Board of Commissioners and Board of Directors meetings and including preparing minutes and distributing them, managing administrative activities, helping to coordinate committee activities, preparing the Board of Commissioners' work plan and budget, Board of Commissioners' reports and completing other Board of Commissioners' duties.

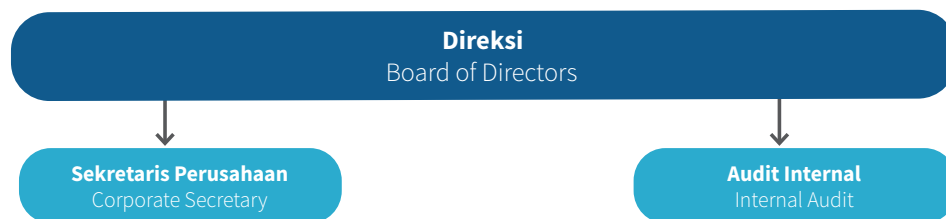
- Mendampingi Dewan Komisaris pada agenda *Management Walk Through* (MWT) maupun agenda lain Perusahaan yang melibatkan Dewan Komisaris, serta berkoordinasi dengan Manajemen dalam memastikan keberlanjutan agenda Dewan Komisaris.
- Membantu memastikan Dewan Komisaris dan perangkatnya menerapkan prinsip Tata Kelola Perusahaan yang baik (*Good Corporate Governance*), melalui pemenuhan dokumen dan tindak lanjut temuan assessment GCG oleh asesor independen eksternal yg dilaksanakan setiap tahun di Perusahaan
- Mengelola dan memfasilitasi permintaan data-data valid terkait kinerja Perusahaan dan data-data lain dari Dewan Komisaris dalam rangka pelaksanaan pengawasan atau evaluasi kinerja perusahaan.
- Sebagai penghubung (*Liaison Officer*) Dewan Komisaris dengan Perusahaan, Pemegang Saham, dan pihak-pihak lainnya baik internal Pertamina Group maupun eksternal.
- Accompany the Board of Commissioners on the Management Walk Through (MWT) agenda and other Company agendas involving the Board of Commissioners, and coordinate with Management to ensure continuity of the Board of Commissioners agenda.
- Assist in ensuring that the Board of Commissioners and its apparatus apply the principles of Good Corporate Governance, through the fulfillment of documents and follow-up of GCG assessment findings by external independent assessors conducted annually in the Company.
- Manage and facilitate requests for valid data related to the Company's performance and other data from the Board of Commissioners in order to carry out supervision or evaluation of Company performance.
- As a liaison officer for the Board of Commissioners with the Company, Shareholders, and other parties both internally within Pertamina Group and externally.

ORGAN PENDUKUNG DIREKSI

Direksi membentuk Sekretaris Perusahaan dan Audit Internal dalam rangka mendukung kinerja Direksi khususnya pada aspek keadministrasian dan pengawasan internal.

BOARD OF DIRECTORS SUPPORTING ORGANS

Board of Directors established Corporate Secretary and Internal Audit in order to support the Board of Directors' performance, especially in the aspects of administration and internal control.



SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan merupakan organ perusahaan penunjang kinerja Direksi, dan dibentuk berdasarkan Peraturan Menteri BUMN No. KEP-117/MMBU/2002 tentang Penerapan Praktek *Good Corporate Governance* (GCG) pada BUMN. Ketentuan tersebut menjadi acuan mengingat Pemegang Saham Pengendali Perusahaan adalah PT Pertamina (Persero) yang merupakan BUMN.

Sekretaris Perusahaan memiliki peran penting sebagai fasilitator Perusahaan dan Direksi dengan pihak eksternal, yang mencakup hubungan dengan semua pemangku kepentingan. Sekretaris Perusahaan juga bertindak sebagai koordinator atas kepatuhan di bidang hukum dan mengadministrasikan dokumen penting Perusahaan, serta berfungsi meningkatkan hubungan komunikasi internal dan eksternal terkait dengan kegiatan usaha.

CORPORATE SECRETARY

Corporate Secretary is a corporate organ supporting the performance of Board of Directors, and was established based on the Minister of SOEs Regulation No. KEP-117/MMBU/2002 on the Implementation of Good Corporate Governance (GCG) Practices in SOEs. This regulation is a reference considering that the Company's Controlling Shareholder is PT Pertamina (Persero), which is a state-owned enterprise.

Corporate Secretary has an important role as a facilitator of the Company and the Board of Directors with external parties, which includes relationships with all stakeholders. Corporate Secretary also acts as a coordinator for legal compliance and administers the Company's important documents, and serves to improve internal and external communication relationships related to business activities.

Pejabat Sekretaris Perusahaan

Berdasarkan Keputusan No. 002/EN/KPTS/0050/2022 tanggal 1 Januari 2022, jabatan Sekretaris Perusahaan dipercayakan kepada Rifqi Budi Prasetyo.

Corporate Secretary Official

Based on Decision No. 002/EN/KPTS/0050/2022 dated January 1, 2022, the position of Corporate Secretary is entrusted to Rifqi Budi Prasetyo.

Rifqi Budi Prasetyo

Sekretaris Perusahaan | Corporate Secretary

Menjabat sejak 1 Januari 2022 | Served since January 1, 2022

Warga negara Indonesia, berdomisili Jakarta, berusia 41 tahun. Beliau memperoleh gelar Sarjana Ekonomi Akuntansi dari Universitas Padjadjaran Bandung (2004). Sebelumnya, beliau pernah menjabat sebagai *Senior Manager Financing* PT Elnusa Tbk (2021); *Manager Investor Relations & Communications* PT Elnusa Tbk (2020); dan *Senior Manager Corporate Finance & Investor Relations* PT Elnusa Tbk (2013). Beliau tidak memiliki rangkap jabatan lain baik di dalam maupun di luar Perusahaan.

Indonesian citizen, domiciled in Jakarta, 41 years old. Holds a Bachelor of Economics degree in Accounting from Padjadjaran University Bandung (2004). Previously served as Senior Manager Financing of PT Elnusa Tbk (2021); Manager Investor Relations & Communications of PT Elnusa Tbk (2020); and Senior Manager Corporate Finance & Investor Relations of PT Elnusa Tbk (2013). Holds no other concurrent positions both inside and outside the Company.

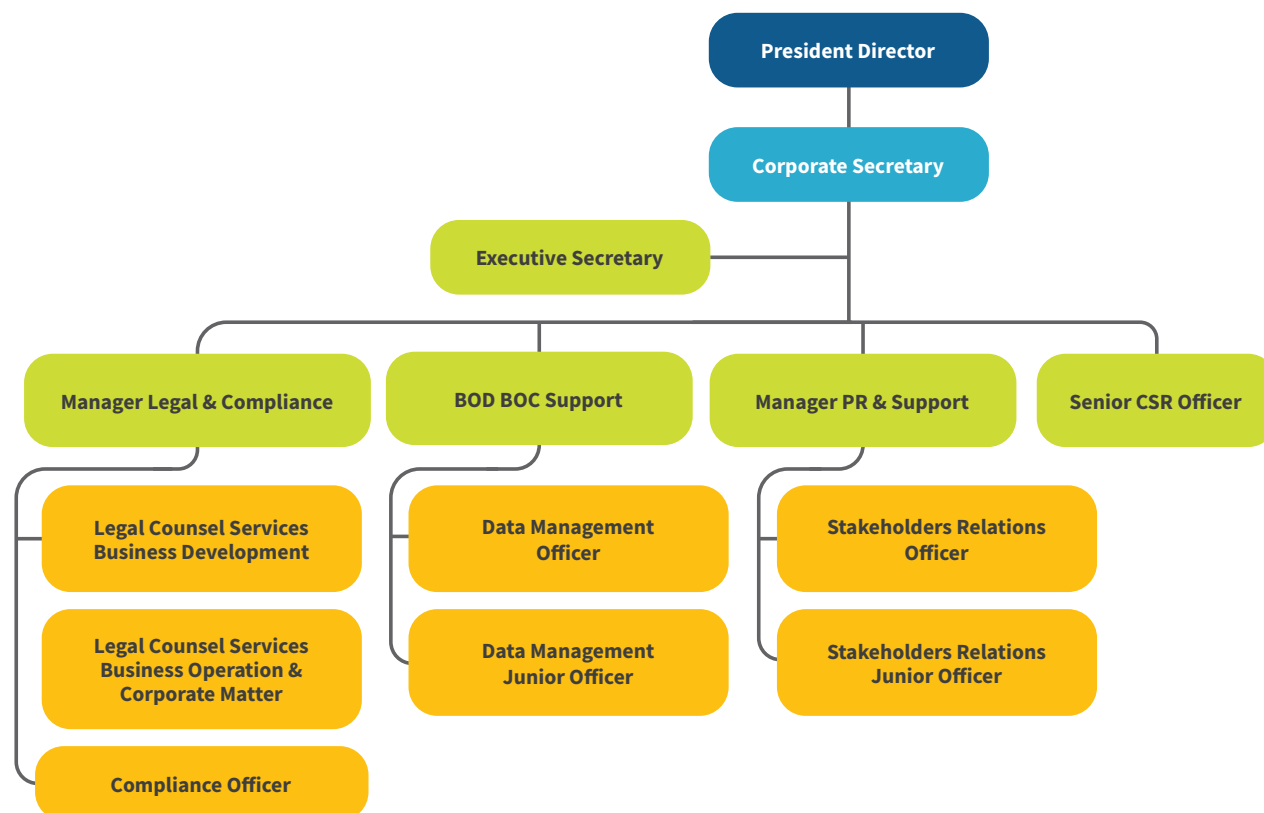
Struktur Organisasi dan Kedudukan Sekretaris Perusahaan

Sekretaris Perusahaan diangkat dan diberhentikan oleh Direksi dengan persetujuan Dewan Komisaris. Secara struktural, Sekretaris Perusahaan berada di bawah Direktur Utama dan bertanggung jawab kepada Direktur Utama. Struktur organisasi Sekretaris Perusahaan dapat dilihat di bawah ini.

Corporate Secretary's Organizational Structure and Position

Corporate Secretary is appointed and dismissed by the Board of Directors with the Board of Commissioners' approval. Structurally, Corporate Secretary is under the President Director and is responsible to President Director. The Corporate Secretary's organizational structure can be seen below.

Struktur Organisasi Sekretaris Perusahaan
Corporate Secretary Organizational Structure



Per 31 Desember 2022, Sekretaris Perusahaan memiliki 10 karyawan yang bertugas pada fungsi-fungsi seperti yang telah dijelaskan pada bagan di atas.

As of December 31, 2022, Corporate Secretary has 10 employees assigned to the functions as described in the chart above.

Jabatan Position	Jumlah Personel (orang) Total Personnel (Person)
Corporate Secretary	1
Executive Secretary	-
Manager Legal & Compliance	1
Manager PR & Support	1
Senior CSR Officer	1
BOD BOC Support	1
Legal Counsel Services Business Development	1
Legal Counsel Services Business Operation & Corporate Matter	1
Compliance Officer	1
Data Management Officer	-
Data Management Junior Officer	1
Stakeholders Relations Officer	-
Stakeholders Relations Junior Officer	1
Jumlah Total	10

Tugas dan Tanggung Jawab Sekretaris Perusahaan

Tugas dan tanggung jawab Sekretaris Perusahaan adalah sebagai berikut.

Corporate Secretary Duties and Responsibilities

The duties and responsibilities of Corporate Secretary are as follows.

Fungsi Function	Uraian	Description
Pejabat Penghubung Liaison Officer	- Membantu Direksi sebagai Pejabat Penghubung (<i>Liaison Officer</i>) dalam komunikasi dengan pemangku kepentingan (Pemerintah, konsumen, mitra kerja, dan masyarakat). - Membantu Direksi sebagai Pejabat Penghubung (<i>Liaison Officer</i>) dalam komunikasi dengan Pemegang Saham. - Membangun jaringan kerja sama yang saling menguntungkan dengan berbagai pihak pemangku kepentingan. <i>Investor Relation</i>. - Memfasilitasi pertemuan Direksi dengan pemangku kepentingan, dan pertemuan Direksi dengan Pemegang Saham.	- Assist the Board of Directors as Liaison Officer in communicating with stakeholders (Government, consumers, business partners, and the community). - Assist the Board of Directors as Liaison Officer in communicating with Shareholders. - Build mutually beneficial cooperation networks with various stakeholders. - Investor Relations. - Facilitate the Board of Directors meetings with stakeholders, and the Board of Directors meetings with Shareholders.
Kehumasan Public Relations	- Pengelolaan kehumasan. - Memfasilitasi pertemuan media dan Direksi. - Memberikan keterangan pers (<i>press release</i>) mengenai kebijakan Perusahaan. - Membuat publikasi positif untuk ditampilkan di media massa.	- Public relations management. - Facilitate media and Board of Directors meetings. - Provide press releases regarding Company policies. - Create positive publications to be displayed in the mass media.

Fungsi Function	Uraian	Description
Mendukung Direksi Supporting the Board of Directors	- Mengupayakan kelancaran pelaksanaan agenda Direksi. - Mengagendakan Rapat Direksi. - Membuat Risalah Rapat Direksi dan melakukan administrasi untuk hasil Risalah Rapat Direksi. - Mengagendakan RUPS Tahunan dengan Pemegang Saham. - Berkoordinasi dengan <i>Subholding Commercial & Trading</i>, PT Pertamina Patra Niaga, terkait RKAP, RJPP, KPI, Persetujuan Pemegang Saham melalui RUPS baik sirkuler maupun fisik (RUPS Tahunan), Laporan Bulanan, Laporan Tahunan.	- Strive for the smooth implementation of the Board of Directors' agenda. - Schedule the Board of Directors meetings. - Prepare Minutes of the Board of Directors Meeting and perform administration for the results of Minutes of Board of Directors Meeting. - Schedule the Annual GMS with the Shareholders. - Coordinate with Subholding Commercial & Trading, PT Pertamina Patra Niaga regarding RKAP, RJPP, KPI, Shareholders' Approval through GMS both circularly and physically (Annual GMS), Monthly Report, Annual Report.
Mendukung Dewan Komisaris Supporting the Board of Commissioners	- Menjadi penghubung Dewan Komisaris dan Direksi. - Membantu Dewan Komisaris sebagai Pejabat Penghubung (<i>Liaison Officer</i>) dalam komunikasi dengan Direksi.	- Serve as a liaison officer between the Board of Commissioners and Board of Directors. - Assist the Board of Commissioners as Liaison Officer in communication with the Board of Directors.
Penerapan GCG GCG Implementation	- Melaksanakan <i>Assessment</i> GCG. - Melakukan sosialisasi GCG di lingkungan internal Perusahaan. - Pemantauan penerapan GCG di Perusahaan, antara lain <i>Code of Conduct</i>, <i>Conflict of Interest</i>, Pelaporan Gratifikasi seluruh pekerja.	- Carry out GCG Assessment. - Disseminate GCG in the Company's internal environment. - Monitor the implementation of GCG in the Company, including Code of Conduct, Conflict of Interest, Gratification Reporting for all employees.
Pengelolaan CSR CSR Management	- Pengelolaan CSR Perusahaan mulai dari perencanaan, pelaksanaan hingga evaluasi. - Melakukan koordinasi dengan pihak internal dan eksternal dalam pengelolaan CSR Perusahaan. - Melakukan koordinasi dan kerja sama dengan entitas induk dan Pertamina Foundation dalam pengelolaan CSR Perusahaan.	- Management of the Company's CSR from planning, implementation up to evaluation. - Coordinate with internal and external parties in managing the Company's CSR. - Coordinate and cooperate with the parent entity and Pertamina Foundation in managing the Company's CSR.

Program Pengembangan Kompetensi

Selama tahun 2022 Perusahaan memfasilitasi pelaksanaan program pengembangan dan peningkatan kompetensi bagi Sekretaris Perusahaan, manajer maupun karyawan lain yang membantu pelaksanaan tugas dan tanggung jawab Sekretaris Perusahaan.

Competency Development Program

During 2022, the Company facilitated the implementation of competency development and improvement programs for Corporate Secretary, managers and other employees who assist in carrying out the duties and responsibilities of Corporate Secretary.

Program Pengembangan Kompetensi Sekretaris Perusahaan Tahun 2022 Corporate Secretary Competency Development Program in 2022

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Rifqi Budi Prasetyo - Sekretaris Perusahaan Corporate Secretary			
Road to Go Public	1. Pasar Modal di Indonesia Capital Markets in Indonesia 2. Why IPO 3. Syarat dan Proses IPO Terms and Process of IPO 4. Menjadi Perusahaan Tercatat Profil & Kinerja BUMN di BEI Becoming a Listed Company Profile & Performance of SOEs on the IDX	Jakarta/ 25 Maret 2022 Jakarta/March 25, 2022	IR School PT Pertamina

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Merger, Acquisition, and Strategic Alliances	1. Merger, Acquisition, & Synergy Assessment • M & A as Inorganic Growth Strategy • M & A Transaction Process; Deal Origination to Transaction Closing • Indonesia M&A Outlook in 2022, Global Trend, Deal Drivers, and Outlook of M&A Activities • Key Attributes of Successful Serial Acquirers • Transaction Value Gap based on Size of Acquired Company Relative to Buyer and Synergy Efforts Required • Value Sources from M & A Deals • Leading Practice for Value Capture and Synergy Tracking • Top-down Synergy Estimates & Integration Costs 2. Merger & Acquisition Transaction Journey & Post Merger Integration • Multi - Disciplinaries of Due Diligence • Integrated Due Diligence Practice in M&A Transaction • Post Merger Integration Framework • Integration Management Office • Key Success Factors and Reason of Failures of M & A Transactions 3. Partnership / Strategic Alliance / Joint Venture • Strategic Alliances and Partnership : When to Deploy • Synergy Levers and Synergy assessment • Governance to Ensure Synergies are Captured • Cases and Learnings from Various Well Know Strategic Alliances • Lessons Learned Managing Mergers, Acquisitions & Strategic Alliances 4. Legal • Aspect of Merger & Acquisition Transaction • Isu-isu Kritis Transaksi Merger, Akuisisi dan Spin Off (Divestasi) BUMN dan Anak Perusahaan Critical Issues in Merger, Acquisition and Spin Off (Divestment) Transactions of SOEs and Subsidiaries • Legal Due Diligence & Hal-Hal Penting dalam Corporate Action Legal Due Diligence & Important Matters in Corporate Action • Hal-hal Penting dalam Pembentukan Perusahaan Baru dalam rangka Merger dan Spin Off Important Matters in the Formation of a New Company in the context of Mergers and Spin Offs • Kasus – kasus Merger, Akuisisi dan Spin Off (Divestasi) bermasalah di BUMN dan Anak Perusahaan BUMN Problematic Merger, Acquisition and Spin Off (Divestment) Cases in SOEs and SOE Subsidiaries	Jakarta/ 31 Maret 2022 Jakarta/March 31, 2022	PT Pertamina Training & Consulting (PTC)
Legal and Compliance Aspects for IPO Preparation	1. Legal Preparation for IPO and Pre-IPO 2. Struktur Organisasi Perusahaan Publik Organizational Structure of Public Company	Jakarta 8 April 2022 Jakarta/April 8, 2022	IR School PT Pertamina
Environmental, Social & Governance (ESG) Planning for Pertamina Lubricants	1. ESG Disclosures a. ESG Disclosures Gap Assessment b. ESG Information c. Workshop Review 2. ESG Risk & Opportunity 3. ESG Material Topics 4. ESG Objective & Target 5. ESG Implementation Strategy	Jakarta 6 - 7 Juli 2022 Jakarta, July 6 - 7, 2022	Karisman Consulting
Webinar	IR School - Legal and Compliance Aspects for IPO Preparation	8 April 2023 April 8, 2023	PT Pertamina (Persero)

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Webinar	IR school - peran OJK dalam pasar modal	8 Juni 2023 June 8, 2023	PT Pertamina (Persero)
Forum	Introduction to ESG	6 - 7 Juli 2022 July 6 - 7, 2022	Karisman Consulting

Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2022

Pelaksanaan tugas Sekretaris Perusahaan yang signifikan selama periode pelaporan, antara lain:

1. Menjalankan Keputusan Pemegang Saham Sirkuler (atau RUPS Sirkuler).
2. Menjalankan RKAP Fungsi *Corporate Secretary*.
3. Mengelola ERP System *Corporate Secretary*.
4. Pengelolaan CSR Perseroan mulai dari perencanaan, pelaksanaan hingga evaluasi.
5. Melakukan survei efektivitas, Audit ISO 26000 oleh NQM, serta membuat laporan realisasi CSR.
6. *Report compliance 100%*.
7. Melakukan *legal advisory, legal advocacy, legal consultancy*.
8. Melakukan *assessment GCG*.
9. Memberikan keterangan pers (*press release*) mengenai kebijakan Perusahaan, strategi Perusahaan, kinerja Perusahaan dan info terkini Perusahaan.
10. Menjadi *brand ambassador meeting* Pertamina.

Akses Informasi dan Data Perusahaan

Pertamina Lubricants berkomitmen menyampaikan informasi secara transparan, hati-hati, namun tetap menjaga kerahasiaan mengenai kegiatan bisnis dan operasional. Informasi mengenai hal-hal tersebut dipublikasikan pada laman situs jejaring, yaitu <https://www.pertaminalubricants.com/>, Laporan Tahunan Terintegrasi, dan berbagai event/kegiatan yang diselenggarakan Perusahaan.

Akses informasi dan data publik juga dapat diakses melalui melalui Call Center 135 yang dikelola PERTAMINA, dan media sosial yang dikelola Perusahaan, yakni:



Implementation of Corporate Secretary Duties in 2022

The implementation of significant duties of Corporate Secretary during the reporting period, among others:

1. Execute Circular Resolutions of Shareholders (or Circular GMS)
2. Execute the RKAP of Corporate Secretary Function
3. Manage ERP System of Corporate Secretary
4. Management of the Company's CSR from planning, implementation up to evaluation
5. Conduct an effectiveness survey, ISO 26000 audit, and prepare a CSR realization report
6. Report compliance at 100%
7. Conduct legal advisory, legal advocacy, legal consultancy activities
8. Conduct a GCG assessment
9. Provide press releases regarding Company policies, Company strategies, Company performance and the latest Company information.
10. Become Pertamina's brand ambassador meeting

Access to Company Information and Data

Pertamina Lubricants is committed to delivering information transparently and cautiously, but still maintaining confidentiality regarding business and operational activities. Information regarding these matters is published on the website, <https://www.pertaminalubricants.com/>, Integrated Annual Report, and various events/activities organized by the Company.

Access to public information and data can also be accessed through Call Center 135 managed by PERTAMINA, and social media managed by the Company, namely:

AUDIT INTERNAL

Pelaksanaan audit internal Pertamina Lubricants dilakukan Fungsi Internal Audit yang bertugas memberikan jasa *assurance* dan *consulting* secara independen dan objektif. Pelaksanaan audit internal dilakukan dengan pendekatan sistematis untuk mengevaluasi dan meningkatkan implementasi GCG, manajemen risiko, dan pengendalian internal dalam rangka memberikan nilai tambah bagi Perusahaan.

Pelaksanaan audit internal Perusahaan telah sejalan dengan Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara dan Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara. Struktur organisasi Fungsi Internal Audit Perusahaan tercantum dalam Surat Keputusan Direksi No.Kpts-263/PL0000/2016-S0.

Pengangkatan dan Pemberhentian Kepala Audit Internal

Fungsi Internal Audit dipimpin *Chief Audit Executive* yang bertanggung jawab kepada Direktur Utama. *Chief Audit Executive* diangkat dan diberhentikan oleh Direktur Utama setelah terlebih dahulu memperoleh rekomendasi dari *Chief Audit Executive* PT Pertamina (Persero) dan memperoleh persetujuan Dewan Komisaris.

Profil Kepala Audit Internal

Perusahaan mengangkat Mohammad Irsyad sebagai *Chief Audit Executive* Perusahaan berdasarkan Keputusan Direksi No. SKMJ-03244/K20500/2020-S8 tanggal 12 Oktober 2020.

Mohammad Irsyad

Chief Audit Executive | Chief Audit Executive

Menjabat sejak 1 Oktober 2020 | Served since October 1, 2020

Warga negara Indonesia, berdomisili Bekasi, Jawa Barat, berusia 38 tahun. Beliau memperoleh gelar Sarjana Ilmu Hukum dari Universitas Lampung (2001). Sebelumnya, beliau pernah menjabat sebagai Kepala SPI PT Pertamina Retail Jakarta-Kantor Pusat (2017-2018); *Senior Auditor II* Ups Gas, NRE & *Corp Investigation Audit* Kantor Pusat PT Pertamina (Persero) (2018); dan *Senior Auditor III Strategic Investigation* Kantor Pusat PT Pertamina (Persero) (2018-2020).

Beliau tidak memiliki rangkap jabatan lain baik di dalam maupun di luar Perusahaan.

Indonesian citizen, domiciled in Bekasi, West Java, 38 years old. Holds a Bachelor of Laws from Lampung University (2001). Previously served as Head of SPI of PT Pertamina Retail Jakarta-Head Office (2017-2018); Senior Auditor II Ups Gas, NRE & Corp Investigation Audit Head Office of PT Pertamina (Persero) (2018); and Senior Auditor III Strategic Investigation Head Office of PT Pertamina (Persero) (2018-2020).

Has no other concurrent positions both inside and outside the Company.

Struktur Organisasi dan Kedudukan Unit Audit Internal

Dalam menjalankan tugas dan tanggung jawabnya, *Chief Internal Audit* dibantu *staff Auditor* yang memiliki sertifikasi profesi audit internal. Struktur organisasi Fungsi Internal Audit Perusahaan tercantum dalam Surat Keputusan Direksi No. Kpts-263/PL0000/2016-S0.

INTERNAL AUDIT

The internal audit at Pertamina Lubricants is carried out by Internal Audit Function, which is tasked with providing assurance and consulting services independently and objectively. The internal audit is carried out with a systematic approach to evaluate and improve the implementation of GCG, risk management, and internal control to provide added value to the Company.

The Company's internal audit is aligned with Law of the Republic of Indonesia No.19 of 2003 on State-Owned Enterprises and Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises. The organizational structure of the Company's Internal Audit function is stated in the Board of Directors Decree No.Kpts-263/PL0000/2016-S0.

Chief Internal Audit Appointment and Dismissal

Internal Audit function is led by the Chief Internal Audit who is responsible to the President Director. The Chief Internal Audit is appointed and dismissed by the President Director after first obtaining recommendations from the Chief Audit Executive of PT Pertamina (Persero) and obtaining approval from the Board of Commissioners.

Profile of Chief Internal Audit

The Company appointed Mohammad Irsyad as the Company's Chief Audit Executive based on the Board of Directors Decree No. SKMJ-03244/K20500/2020-S8 dated October 12, 2020.

Internal Audit Unit's Organizational Structure and Position

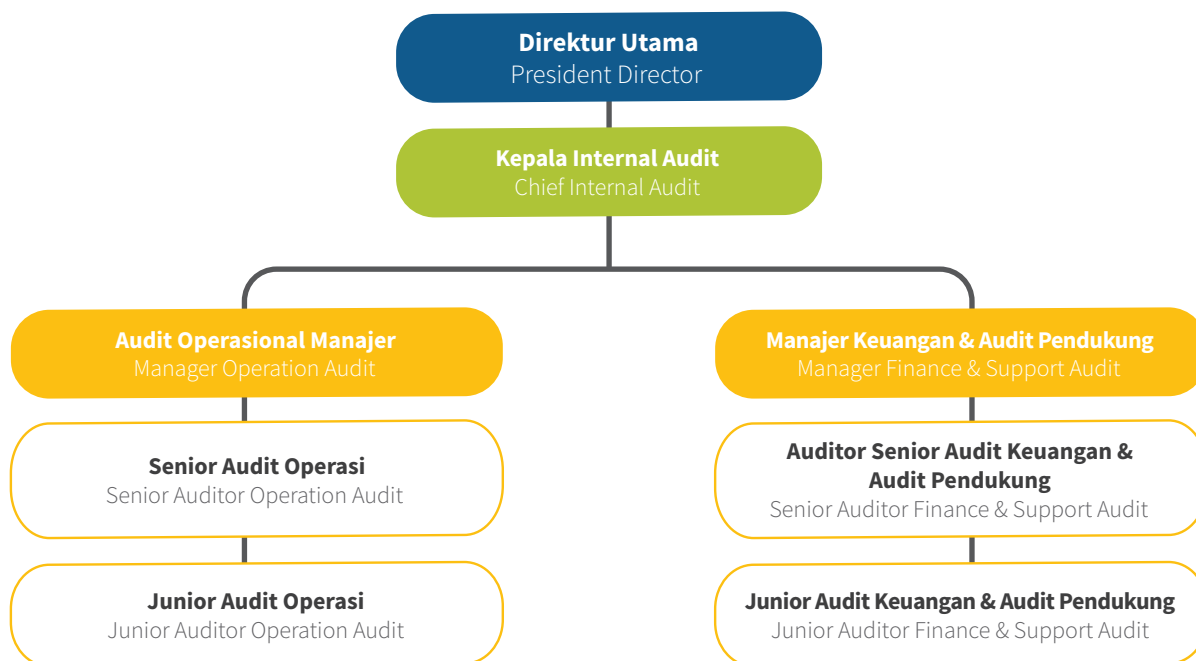
In carrying out its duties and responsibilities, the Chief Internal Audit is assisted by Auditor staff who have internal audit professional certification. The organizational structure of the Company's Internal Audit Function is stated in the Board of Directors Decree No. Kpts-263/PL0000/2016-S0.

Berikut adalah struktur organisasi Unit Internal Audit Perusahaan.

The following is the Company's Internal Audit Unit organizational structure.

Struktur Organisasi Fungsi Internal Audit Pertamina Lubricants

Internal Audit Function Organizational Structure of Pertamina Lubricants



Sampai dengan akhir periode pelaporan, jumlah Auditor pada Fungsi Internal Audit sebanyak 5 (lima) orang.

As of the end of reporting period, there were 5 (five) Auditors in the Internal Audit Function.

Jabatan Position	Jumlah Personel (orang) Total Personnel (Person)
Chief Audit Executive	1
Manager Operation Audit	1
Manager Finance & Support Audit	1
Senior Auditor Finance & Support Audit	1
Senior Auditor Operation Audit	-
Junior Auditor Operation Audit	-
Junior Auditor Finance & Support Audit	1
Jumlah Total	5

Kualifikasi Audit Internal

Internal auditor membutuhkan kemampuan yang spesifik untuk menjalankan tugas dan tanggung jawabnya. Salah satu parameter yang menjadi tolak ukur kemampuan dan keahlian auditor adalah pengalaman baik dari segi operasional, bisnis, dan pendukung lainnya. Selain pengalaman dan strata pendidikan, sertifikasi profesi juga menjadi faktor penting dalam meningkatkan keahlian auditor internal.

Internal Audit Qualifications

Internal auditors require specific abilities to carry out their duties and responsibilities. One of the parameters that measure the ability and expertise of auditors is experience both in terms of operational, business, and other support. In addition to experience and education level, professional certification is also an important factor in improving the expertise of internal auditors.

Per 31 Desember 2022, sebanyak 5 (lima) orang karyawan Audit Internal Perusahaan telah memiliki sertifikasi profesi. Berikut adalah sertifikasi profesi yang telah diperoleh oleh internal auditor Perusahaan.

As of December 31, 2022, 5 (five) of the Company's Internal Audit employees have obtained professional certification. The following are the professional certifications that have been obtained by the Company's internal auditors.

Sertifikasi Profesi Auditor Pada Fungsi Internal Audit Tahun 2022 Auditor Professional Certification in the Internal Audit Function in 2022		
Nama Sertifikasi Certification Name	Lembaga Penerbit Certification Body	Jumlah Auditor Number of Auditors
Qualified Internal Auditor (QIA)	Yayasan Pendidikan Internal Audit (YPIA)	5
Certified Fraud Examiner (CFE)	Association of Certified Fraud Examiners (ACFE)	1
Certified Forensic Auditor (CFrA)	Badan Nasional Sertifikasi Profesi (BNSP)	2
Oxygen Forensics Certified Examiner (OFCE)	Oxygen Forensic, Inc	1

Piagam Audit Internal

Uraian tentang piagam audit internal dan pengesahannya masih mengacu pada piagam 2021 yang disahkan di Jakarta, 24 November 2021.

Internal Audit Charter

The description of internal audit charter and its ratification still refers to the 2021 charter ratified in Jakarta, November 24, 2021.



Ruang Lingkup

Ruang lingkup penugasan Internal Audit mencakup seluruh area dan kegiatan operasional, bisnis Perusahaan beserta anak perusahaan, afiliasi, dan pihak lain yang relevan dalam rangka mengevaluasi dan meningkatkan efektivitas tata kelola, manajemen risiko dan pengendalian internal, untuk meyakini hal-hal berikut:

- Regulasi yang berpengaruh signifikan pada Perusahaan telah dipatuhi;
- Tindakan pekerja telah mematuhi kebijakan, standar, prosedur, dan hukum yang berlaku;
- Interaksi antar berbagai unit kerja internal dan eksternal terlaksana secara akuntabel dan berada dalam koridor tata kelola yang berlaku;
- Risiko diidentifikasi dan dimitigasi dengan baik;
- Program, rencana kerja, dan tujuan telah tercapai secara efektif;

Scope

The scope of Internal Audit's tasks covers all operational areas and activities, the Company's business along with the subsidiaries, affiliates, and other relevant parties, to evaluate and improve the effectiveness of governance, risk management, and internal control, to ensure the following:

- Compliance with regulations that have significant impacts on the Company;
- Employees' actions comply with applicable policies, standards, procedures, and laws;
- Accountable interaction between various internal and external work units and within the corridor of applicable governance;
- Risks are properly identified and mitigated;
- Programs, work plans, and objectives have been achieved effectively;

- Kualitas pengendalian internal selalu diperbaiki secara berkesinambungan;
- Informasi finansial, manajerial, dan operasional yang signifikan telah tersedia secara akurat, dapat diandalkan, dan tepat waktu;
- Sumber daya diperoleh secara ekonomi, digunakan secara efisien, dan dilindungi secara memadai;
- Aspek bisnis telah dikelola secara baik dan optimum.

Tugas dan Tanggung Jawab

1. Melaksanakan kegiatan pengawasan melalui kegiatan *assurance* dan *consulting* di seluruh unit kerja Perusahaan.
2. Memastikan aspek integritas, objektivitas, kerahasiaan dan kompetensi diterapkan secara memadai.
3. Menyusun dan mengusulkan program kerja pengawasan tahunan/*Annual Audit Plan* (AAP) dan melakukan *review* AAP yang sedang berjalan untuk memastikan kesesuaian dengan proses bisnis dan risiko perusahaan, serta lingkup dan tujuan penugasan.
4. Melaksanakan koordinasi dengan Komite Audit.
5. Melaksanakan koordinasi dengan *Chief Audit Executive* PT Pertamina (Persero) dalam pelaksanaan kegiatan Internal Audit yang dikelola secara tersentralisasi di lingkup *Holding*.
6. Melaporkan hasil pengawasan kepada Direktur Utama dan Direktur lainnya yang relevan serta Dewan Komisaris melalui Komite Audit.
7. *Monitoring* pelaksanaan tindak lanjut hasil audit internal, eksternal dan institusi pengawasan lainnya dan melaporkan kepada Direktur Utama dan Komite Audit.
8. Melaksanakan koordinasi kegiatan pengawasan dengan auditor eksternal.
9. Melaksanakan koordinasi dengan *Internal Audit Holding* dan fungsi yang menangani aspek *compliance* dalam melakukan tindak lanjut atas pengaduan/penyungkapan melalui *Whistleblowing System* (WBS) dan pengaduan masyarakat atau pihak lainnya.
10. Melaksanakan audit investigasi yang merupakan pelimpahan dari *Internal Audit Holding* terhadap masalah yang dapat menimbulkan kerugian bagi Perusahaan, anak perusahaan dan afiliasi.
11. Melaksanakan penugasan lain yang diamanatkan oleh Direksi dan/atau Dewan Komisaris.

Independensi Fungsi Internal Audit

- *Chief Internal Audit* dan seluruh pekerja Fungsi Internal Audit Perusahaan dilarang terlibat dalam kegiatan operasional perusahaan, anak perusahaan, afiliasi dan pihak lain yang dapat mengganggu independensi pelaksanaan tugasnya.
- *Chief Internal Audit* dan seluruh pekerja Fungsi Internal Audit Perusahaan wajib untuk menjaga sikap tidak memihak, menghindari konflik kepentingan, dan objektif dalam menjalankan penugasan dan mengungkapkan jika terjadi potensi konflik kepentingan dan gangguan terhadap independensi.

- The quality of internal control is continuously improved;
- Significant financial, managerial, and operational information are available accurately.
- Resources are economically acquired, used efficiently, and protected adequately;
- The business aspect has been managed properly and optimally.

Duties and Responsibilities

1. Carry out supervisory activities through assurance and consulting activities in all work units of the Company;
2. Ensure that the aspects of integrity, objectivity, confidentiality and competence are applied adequately;
3. Draft and propose an Annual Audit Plan (AAP) and review the ongoing AAP to ensure conformity with the Company's business processes and risks, as well as the scope and objectives of the assignment;
4. Coordinate with the Audit Committee;
5. Coordinate with the Chief Audit Executive of PT Pertamina (Persero) in the implementation of Internal Audit activities which are managed centrally in the Holding Company;
6. Report the results of supervision to the President Director and other relevant Directors, as well as the Board of Commissioners through the Audit Committee;
7. Monitor the implementation of follow-up on the audit results of internal, external and other supervisory institutions and report them to the President Director and the Audit Committee.
8. Coordinate supervisory activities with external auditors.
9. Coordinate with the Internal Audit Holding and functions that handle compliance aspects in following up on complaints/disclosures through the Whistleblowing System (WBS) and complaints from the public or other parties;
10. Carry out an investigative audit which is a delegation from the Internal Audit of Holding Company on issues that may cause losses to the Company, Subsidiaries and affiliates.
11. Carry out other assignments as mandated by the Board of Directors and/or Board of Commissioners.

Independence of Internal Audit Function

- The Chief Internal Audit and all employees of the Company's Internal Audit Function are prohibited from being involved in the operational activities of the Company, subsidiaries, affiliates and other parties that may interfere with the independence of the implementation of their duties.
- The Chief Internal Audit and all employees of the Company's Internal Audit Function are required to maintain an impartial attitude, avoid conflicts of interest, and be objective in carrying out assignments and disclose if there is a potential conflict of interest and interference with independence.

- Auditor yang direkrut dari Fungsi Bisnis Pertamina Lubricants, anak perusahaan, dan afiliasi dapat melakukan audit di fungsi bisnis sebelumnya minimal 1 (satu) tahun sejak kepindahannya ke Fungsi Internal Audit.
- *Chief Audit Executive* menyampaikan kepada Direktur Utama/Komite Audit/Komisaris Utama jika terdapat intervensi dalam penentuan lingkup audit, pelaksanaan audit dan pelaporan hasil audit.
- *Chief Audit Executive* dapat berkomunikasi dan berinteraksi langsung dengan Dewan Komisaris melalui Komite Audit, tanpa kehadiran Manajemen.

Standar Pelaksanaan Audit Internal

Dalam melaksanakan tugasnya, *Chief Internal Audit* dan seluruh pekerja Fungsi Internal Audit Perusahaan harus menaati Sistem Tata Kerja Internal Audit dan Kode Etik Internal Audit yang mengacu pada *International Standards for the Professional Practice of Internal Auditing* yang ditetapkan oleh The Institute of Internal Auditors, serta kebijakan lainnya yang relevan dan berlaku di Perusahaan.

Program Peningkatan & Pengembangan Kompetensi

Selain sertifikasi, keikutsertaan dalam seminar/training/konferensi profesi baik di dalam dan luar negeri, magang dan pembekalan terhadap perkembangan organisasi dan bisnis Perusahaan maupun pembekalan terhadap pemahaman industri, juga diberikan secara rutin setiap tahun kepada pekerja Audit Internal melalui program *refreshing auditor*.

Sepanjang tahun 2022, para karyawan Internal Audit telah mengikuti beberapa kegiatan pendidikan dan/atau pelatihan untuk peningkatan kompetensi, dengan rincian sebagai berikut ini.

- Auditors recruited from the Business Function of Pertamina Lubricant, Subsidiaries, and Affiliates may audit the previous business function at least 1 (one) year after moving to the Internal Audit Function.
- The Chief Audit Executive informs the President Director/Audit Committee/President Commissioner if there are interventions in defining the scope of the audit, conducting audits and reporting audit results.
- The Chief Audit Executive can communicate and interact directly with the Board of Commissioners through the Audit Committee, without the presence of Management.

Internal Audit Standards

In performing their duties, the Chief Internal Audit and all employees of the Company's Internal Audit Function must comply with the Internal Audit Work Procedure System and the Internal Audit Code of Conduct which refers to the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors, as well as other policies, relevant and applicable in the Company

Competency Improvement & Development Program

In addition to certification, participation in seminars/training/professional conferences both at home and abroad, internships and briefings on the development of the Company's organization and business as well as briefings on industry understanding, are also provided regularly every year to Internal Audit employees through the auditor refreshing program.

Throughout 2022, Internal Audit employees have participated in several education and/or training activities to increase their competencies, with the following details.

Program Pengembangan Kompetensi Auditor Internal Tahun 2022 Internal Auditor Competency Development Program in 2022

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Indra Bomantara (Manager Operation Audit)			
Training	Leadership Supreme Mandatory Training Batch 23	Daring, 25-26 April 2022 Online, April 25-26, 2022	HSE TC
Galih Purwo Handoko (Manager Finance & Support Audit)			
Training	Audit for auditor Tema leader	Bandung, 10-14 Januari 2022 Bandung, January 10-14, 2022	BPKP
Training	Transfer Pricing	Daring, 21-23 Februari 2022 Online, February 21-23, 2022	PCU
Training	Agile Auditing (Lanjutan)	Daring, 24-25 Februari 2022 Online, February 24-25, 2022	PCU
Training	Communication & Presentation Skill	Jakarta, 24 Januari – 25 November 2022 Jakarta, January 24 - November 25, 2022	PCU

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Hotasi Soritua Nababan (Senior Auditor Finance & Support Audit)			
Webinar	<i>Internal Audit Understanding for Auditor, Lawyer & Compliance Officer</i>	Daring, 27-28 Juli 2022 Online, July 27-28, 2022	Lembaga Berantas Korupsi Indonesia
Training dan Sertifikasi Training and Certification	<i>Qualified Risk Management Professional</i>	Grha Pertamina, 28 November - 2 Desember 2022 Grha Pertamina, November 28 - December 2, 2022	CRMS
Farah Timor Kalariman (Junior Auditor Finance & Support Audit)			
Webinar	<i>Internal Audit Understanding for Auditor, Lawyer & Compliance Officer</i>	Daring, 27-28 Juli 2022 Online, July 27-28, 2022	Lembaga Berantas Korupsi Indonesia
Training	<i>Advanced SUPREME Mandatory Training Batch 67</i>	Daring, 19-21 Oktober 2022 Online, October 19-21, 2022	HSE TC
Training dan Sertifikasi Training and Certification	<i>Qualified Risk Management Professional</i>	Grha Pertamina, 28 November - 2 Desember 2022 Grha Pertamina, November 28 - December 2, 2022	CRMS

Laporan Pelaksanaan Tugas Audit Internal Tahun 2022

- Penyusunan Rencana Kerja
Proses penetapan AAP tahun 2022 dilakukan dengan mekanisme sebagai berikut:
 - Mengidentifikasi *Top Corporate Risk* 2022 untuk memetakan risiko yang relevan terhadap audit *universe* untuk menjadi obyek audit;
 - Mengelompokkan *management concern* dan selanjutnya dipetakan ke dalam audit *universe* untuk menjadi objek audit;
 - Memetakan pelaksanaan historikal audit tahun 2021 untuk mendapatkan *audit universe coverage*;
 - Memetakan draft RKAP 2022 terhadap objek audit;
 - Mendapatkan *internal audit judgement*;
 - Menentukan *point of focus* dari setiap objek audit yang terpilih;
 - Melakukan analisa kompleksitas objek audit, *mandays* yang dibutuhkan dan *time frame* penugasan; dan
 - Menyusun *Annual Audit Plan* tahun 2022.
- Pelaksanaan dan Realisasi Penugasan
Pelaksanaan dan realisasi penugasan Internal Audit tahun 2022:
 - Internal Audit mengidentifikasi 3 (tiga) tema utama AAP tahun 2022, dengan realisasi selesai 100%. Seluruh hasil audit telah dilakukan pembahasan penyelesaian isu bersama fungsi terkait, serta telah dilaporkan kepada seluruh Direksi.

Internal Audit 2022 Task Implementation Report

- Preparation of Work Plan
The AAP process in 2022 was determined with the following mechanism:
 - Identifying Top Corporate Risk 2022 to map relevant risks to the audit universe to become the audit object;
 - Grouping management concerns and map them into the audit universe to become the audit object;
 - Mapping the implementation of historical audits (2021) to obtain audit universe coverage;
 - Mapping the 2022 WP&B draft on the audit object;
 - Obtaining an internal audit judgment;
 - Determining the point of focus of each selected audit object;
 - Analyzing the complexity of audit object, the required mandays and the assignment time frame; and
 - Preparing the Annual Audit Plan for 2022
- Implementation and Realization of Assignments
Implementation and realization of Internal Audit assignments in 2022:
 - Internal Audit identified 3 (three) main themes of AAP in 2022, with 100% completion. All audit results have been discussed for settlement of issues with related functions, and have been reported to the entire Board of Directors.

2. Monitoring tindak lanjut rekomendasi audit pelaksanaan pemantauan atas tindak lanjut rekomendasi audit yang telah disepakati, dilaksanakan dengan memberikan *reminder* kepada seluruh PIC fungsi. Kemajuan tindak lanjut rekomendasi audit dilaporkan kepada Direktur Utama setiap bulan.
 3. Penugasan lain-lain Internal Audit melakukan dan menyelesaikan tugas lain yakni melakukan monitoring atas Piutang & Uang Muka *Overdue*, Pekerjaan Proyek Investasi, dan *monitoring Blocked Stock*.
 4. Sistem pengendalian internal Pertamina Lubricants sejalan dengan sistem pengendalian internal yang berlaku secara internasional, yaitu Committee of Sponsoring Organization of the Tradeway Commission (COSO).
- Pelaksanaan Rapat dan Koordinasi
Di sepanjang tahun 2022, Internal Audit melaksanakan rapat baik rapat internal ataupun bersama dengan Komite Audit dalam rangka koordinasi. Berikut disampaikan rekapitulasi rapat-rapat tersebut.
2. Monitored follow-up audit recommendations implementation that have been agreed, carried out by giving reminders to all PIC functions. The progress of the follow-up on audit recommendations is reported to the President Director every month.
 3. For other assignments, Internal Audit performed and completed other tasks, namely monitoring of Overdue Receivables & Advances, Investment Project Work, and monitoring Blocked Stock.
 4. Pertamina Lubricants' internal control system is in line with the internationally accepted internal control system, namely the Committee of Sponsoring Organization of the Tradeway Commission (COSO).
- Implementation of Meeting and Coordination
Throughout 2022, Internal Audit conducted meetings both internal meetings and joint meetings with the Audit Committee in order to coordinate. The following is a recapitulation of these meetings.

No	Tanggal Date	Perihal Subject	No Notulen No Minutes	Peserta Rapat Meeting Participants
1	Rabu, 16 Maret 2022 Wednesday, March 16, 2022	Rapat Koordinasi Internal Audit dengan Komite Audit Periode Januari dan Februari 2022 Internal Audit Coordination Meeting with Audit Committee January and February Period 2022	NR-003/PL0020/2022-S0	Mohammad Irsyad Galih Purwo Handoko Ananda Tohpati Muhammad Nirfan Agus Pranowo Hotasi Soritua Nababan Indra Bomantara
2	Senin, 11 April 2022 Monday, April 11, 2022	Rapat Koordinasi Internal Audit dengan Komite Audit Periode Maret 2022 Coordination Meeting of Internal Audit with Audit Committee for the Period of March 2022	NR-004/PL0020/2022-S0	Mohammad Irsyad Ananda Tohpati M. Nirfan Galih Purwo Handoko Indra Bomantara Agus Pranowo Hotasi Soritua Nababan Asep Chaerudin
3	Rabu, 8 Juni 2022 Wednesday, June 8, 2022	Rapat Koordinasi Internal Audit dengan Komite Audit Periode Mei dan Juni 2022 Coordination Meeting of Internal Audit with Audit Committee for May and June Period 2022	NR-005/PL0020/2022-S0	Hotasi Soritua Nababan M. Nirfan Ananda tohpati Agus Pranowo Asep Chaerudin Mohammad Irsyad Galih Purwo Handoko Indra Bomantara Farah Timor

No	Tanggal Date	Perihal Subject	No Notulen No Minutes	Peserta Rapat Meeting Participants
4	Senin, 20 Juni 2022 Monday, June 20, 2022	Rapat Koordinasi Internal Audit dengan Komite Audit Internal Audit Coordination Meeting with Audit Committee	NR-006/PL0020/2022-S0	Ananda tohpati Agus Pranowo Asep Chaerudin M. Nirfan Mohammad Irsyad Galih Purwo Handoko Indra Bomantara Hotasi Soritua Nababan Farah Timor
5	Rabu, 06 Juli 2022 Wednesday, July 06, 2022	Rapat Koordinasi Internal Audit dengan Komite Audit terkait pelaksanaan pengecekan FUPP 2022 Internal Audit Coordination Meeting with the Audit Committee regarding the implementation of FUPP 2022 checks	NR-007/PL0020/2022-S0	M. Nirfan Agus Pranowo Asep Chaerudin Mohammad Irsyad Galih Purwo Handoko Indra Bomantara Hotasi Soritua Nababan Farah Timor
6	Sabtu, 27 Agustus 2022 Saturday, August 27, 2022	Pengecekan Fisik FUPP DSP Tarakan (Virtual) Physical Checking of FUPP DSP Tarakan (Virtual)		Ananda Tohpati Ibnu Prakoso M. Nirfan Agus Pranowo Asep Chaerudin Hery Fitrawan Abal Amsari Mohammad Irsyad Putu Denik Suastika Abdul Hamid Zarkasih Latip Galih Purwo Handoko Indra Bomantara Hotasi Soritua Nababan Farah Timor
7	Jumat, 16 September 2022 Friday, September 16, 2022	Rapat Koordinasi Internal Audit dengan Komite Audit terkait Pelaksanaan Pengecekan Produk UPP di 3 DSP yaitu Ambon, Sorong dan Jayapura Internal Audit Coordination Meeting with the Audit Committee regarding the Implementation of UPP Product Checks in 3 DSPs namely Ambon, Sorong and Jayapura	NR-009/PL0020/2022-S0	Ananda Tohpati M. Nirfan Agus Pranowo Asep Chaerudin Hery Fitrawan Mohammad Irsyad Galih Purwo Handoko Indra Bomantara Hotasi Soritua Nababan Farah Timor

No	Tanggal Date	Perihal Subject	No Notulen No Minutes	Peserta Rapat Meeting Participants
8	Jumat, 16 September 2022	Rapat Koordinasi Internal Audit dengan Komite Audit terkait <i>Update</i> Pengadaan KAP 2022 – 2024	NR-012/PL0020/2022-S0	Ananda Tohpati M. Nirfan Agus Pranowo Asep Chaerudin Hery Fitrawan Mohammad Irsyad Galih Purwo Handoko Indra Bomantara Hotasi Soritua Nababan Farah Timor
	Friday, September 16, 2022	Internal Audit Coordination Meeting with Audit Committee regarding KAP Procurement Update 2022 - 2024		

AUDIT INDEPENDEN/AKUNTAN PUBLIK

Perusahaan menggunakan jasa Kantor Akuntan Publik (KAP) sebagai auditor eksternal pelaksana audit umum atas Laporan Keuangan Perusahaan untuk tahun buku berjalan. Penunjukan auditor eksternal dimaksudkan untuk memastikan integritas penyajian Laporan Keuangan Perusahaan. Bersama dengan Komite Audit dan Fungsi Internal Audit, KAP membahas mengenai seluruh lingkup dan rencana audit serta hasil pemeriksaan dan evaluasi terhadap pengendalian internal Perusahaan, termasuk pengendalian internal atas pelaporan keuangan serta kualitas pelaporan keuangan Perusahaan secara keseluruhan. Selain itu, sebagai bagian dari Pertamina Group, audit eksternal Perusahaan juga melibatkan Badan Pemeriksa Keuangan (BPK).

Tanggung Jawab Auditor Eksternal

Auditor Eksternal bertanggung jawab untuk menyatakan suatu opini atas Laporan Keuangan Konsolidasi Pertamina Lubricants berdasarkan hasil audit, yang dilakukan KAP selaku auditor eksternal dan melaksanakan audit berdasarkan Standar Audit yang ditetapkan Institut Akuntan Publik Indonesia. Dalam melakukan penilaian risiko, auditor eksternal menyatakan opini atas keefektifitasan pengendalian internal Perusahaan. Suatu audit juga mencakup evaluasi atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh Manajemen.

Tanggung Jawab Manajemen atas Laporan Keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar Laporan Keuangan Konsolidasian Perusahaan sesuai 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 kecurangan maupun kesalahan.

INDEPENDENT AUDIT/PUBLIC ACCOUNTANT

The Company uses the services of Public Accounting Firm (KAP) as external auditor to conduct a general audit of the Company's Financial Statements for the current fiscal year. The appointment of external auditor is intended to ensure integrity of the presentation of the Company's Financial Statements. Jointly with Audit Committee and Internal Audit Function, KAP discussed the entire scope and plan of the audit as well as the results of audit and evaluation of the Company's internal controls, including internal controls over financial reporting and the overall quality of the Company's financial reporting. In addition, as part of Pertamina Group, the Company's external audit also involves the Supreme Audit Agency (BPK).

External Auditor Responsibilities

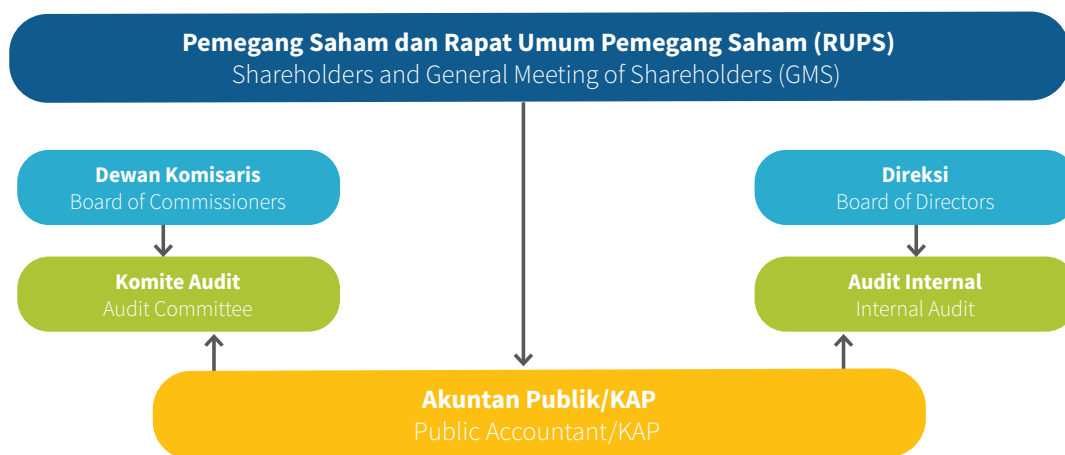
External Auditor is responsible for expressing an opinion on the Consolidated Financial Statements of Pertamina Lubricants based on the results of audit, which was conducted by KAP as external auditor and carried out an audit based on the Auditing Standards set by the Indonesian Institute of Certified Public Accountants. In performing risk assessment, external auditor expresses an opinion on the effectiveness of the Company's internal controls. An audit also includes an evaluation of the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management.

Management's Responsibility for Financial Statements

The management is responsible for the preparation and fair presentation of the Company's 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.

Proses Penunjukan Akuntan Publik

Penunjukan KAP sebagai Auditor Eksternal untuk mengaudit Laporan Keuangan Perusahaan ditetapkan oleh Pemegang Saham melalui RUPS berdasarkan rekomendasi dari Dewan Komisaris dan/atau Komite Audit. Skema sederhana tentang hubungan organ internal GCG dan Akuntan Publik sebagai organ eksternal dapat dilihat di bawah ini.



Public Accountant Appointment Process

The appointment of KAP as External Auditor to audit the Company's Financial Statements is determined by the Shareholders through the GMS based on recommendations from Board of Commissioners and/or Audit Committee. A simple scheme of relationship between GCG internal organs and Public Accountant as an external organ can be seen below.

Akuntan Publik Tahun 2022

Berdasarkan Keputusan RUPS Tahunan tahun buku 2021 yang dilakukan pada tanggal 16 Agustus 2022, terkait penunjukan akuntan publik untuk melakukan audit atas Laporan Keuangan Perusahaan yang berakhir pada tanggal 31 Desember 2022, Pemegang Saham memutuskan memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2022 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perseroan dikonsultasikan/dikoordinasikan dengan PT Pertamina Patra Niaga sebagai Pemegang Saham.

Menindaklanjuti hasil keputusan tersebut, Dewan Komisaris Perusahaan telah menunjuk KAP Purwantono, Sungkoro & Surja untuk melakukan audit umum atas Laporan Keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2022.

Public Accountant for 2022

Based on the resolution of Annual GMS for 2021 fiscal year held on August 16, 2022, regarding the appointment of public accountant to audit the Company's Financial Statements ending on December 31, 2022, the Shareholders decided to grant power of attorney and delegate authority to the Board of Commissioners to establish Public Accounting Firm (KAP) to audit the Company's Financial Statements for the fiscal year ending on December 31, 2022 along with the amount of their service fee, in accordance with applicable rules and regulations, provided that the KAP appointed by the Company is consulted/coordinated with PT Pertamina Patra Niaga as a Shareholder.

Following up on this resolution, the Company's Board of Commissioners has appointed KAP Purwantono, Sungkoro & Surja to conduct a general audit of the Company's Financial Statements for fiscal year ending December 31, 2022.

Akuntan Publik Tahun 2022 Public Accountant in 2022

Kantor Akuntan Publik Public Accounting Firm	:	Purwantono, Sungkoro & Surya, No. Izin KMK: 603/KM.1/2015 Purwantono, Sungkoro & Surya, KMK License No.: 603/KM.1/2015
Akuntan Publik Public Accountant	:	Hanny Widyastuti Sugianto, CPA, No. Registrasi: AP.1563 Hanny Widyastuti Sugianto, CPA, Registration No.: AP.1563
Tahun Audit Audit Year	:	Tahun Buku 2022 Fiscal Year 2022
Periode Penugasan Assignment Period	:	30 November 2022 s.d 27 Juni 2023 November 30, 2022 to June 27, 2023
Jasa Service	:	Laporan Keuangan konsolidasian PT Pertamina Patra Niaga dan Anak Perusahaan tahun 2022 Consolidated Financial Statements of PT Pertamina Patra Niaga and Subsidiaries for 2022
Jasa Lainnya Other Services	:	-
Biaya Costs	:	Rp897.000.000,-
Waktu Terbit Laporan Keuangan Teraudit Time of Publication of Audited Financial Statements	:	28 Februari 2023 February 28, 2023
Opini Opinion	:	Wajar Dalam Semua Hal yang Material Unqualified Opinion

Audit Eksternal oleh Badan Pemeriksa Keuangan

Tidak terdapat audit oleh Badan Pemeriksa Keuangan di tahun 2022.

Daftar Akuntan Publik

Penetapan Kantor Akuntan Publik sebagai Auditor Eksternal telah sesuai Peraturan Menteri Keuangan No. 17/PMK.01/2008 tanggal 5 Februari 2008 khususnya pasal 3 ayat 1 yang menyebutkan bahwa pemberian jasa audit umum atas laporan keuangan dari suatu entitas dilakukan oleh Kantor Akuntan Publik paling lama untuk enam tahun buku berturut-turut.

Guna kebutuhan transparansi, berikut disampaikan daftar Kantor Akuntan Publik, Akuntan 7 (tujuh) tahun terakhir dan biaya yang diberikan dalam mengaudit laporan keuangan Perusahaan.

External Audit by Supreme Audit Agency

There were no audits by the Supreme Audit Agency in 2022.

List of Public Accountants

The appointment of Public Accounting Firm as External Auditor is in accordance with the Minister of Finance Regulation No. 17/PMK.01/2008 dated February 5, 2008, especially article 3 paragraph 1 which states that the provision of general audit services for financial statements of an entity is carried out by a Public Accounting Firm for a maximum of six consecutive Fiscal Years.

For the purpose of transparency, the following is a list of Public Accounting Firms, Accountants for the last 7 (seven) years and fees provided in auditing the Company's financial statements.

Daftar Akuntan Publik 2016-2022 List of Public Accountants 2016-2022

Tahun Year	Kantor Akuntan Publik Public Accountant Firm	Nama Akuntan Accountant Name	Opini Opinion	Professional Fee (Rp)
2022	Purwantono, Sungkoro & Surya No. Izin KMK: 603/KM.1/2015	Hanny Widyastuti Sugianto, CPA No. Reg: AP 1563	Wajar Dalam Semua Hal yang Material Unqualified Opinion	897.000.000,-
2021	Purwantono, Sungkoro & Surya No. Izin KMK: 603/KM.1/2015	Hanny Widyastuti Sugianto, CPA No. Reg: AP 1563	Wajar Tanpa Pengecualian Unqualified	1.076.000.000
2020	Purwantono, Sungkoro & Surya No. Izin KMK: 603/KM.1/2015	Hanny Widyastuti Sugianto, CPA No. Reg: AP 1563	Wajar Tanpa Pengecualian Unqualified	500.000.000
2019	Purwantono, Sungkoro & Surya No. Izin KMK: 603/KM.1/2015	Hanny Widyastuti Sugianto, CPA No. Reg: AP 1563	Wajar Tanpa Pengecualian Unqualified	495.433.507
2018	Purwantono, Sungkoro & Surya No. Izin KMK: 603/KM.1/2015	Hanny Widyastuti Sugianto, CPA No. Reg: AP 1563	Wajar Tanpa Pengecualian Unqualified	465.043.244
2017	Purwantono, Sungkoro & Surya No. Izin KMK: 603/KM.1/2015	Feniwati Chendana, CPA No. Reg: AP 0694	Wajar Tanpa Pengecualian Unqualified	565.000.000
2016	Purwantono, Sungkoro & Surya No. Izin KMK: 603/KM.1/2015	Feniwati Chendana, CPA No. Reg: AP 0694	Wajar Tanpa Pengecualian Unqualified	525.000.000

SISTEM PENGENDALIAN INTERNAL

Internal Control System

Pertamina Lubricants menerapkan Sistem Pengendalian Internal (SPI), yang mengacu pada Peraturan Menteri BUMN No. PER-09/MBU/2012 tentang Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara. SPI dipahami sebagai sistem yang diselenggarakan untuk menjaga maupun mengarahkan jalannya perusahaan, agar sesuai tujuan dan program Perusahaan, serta mengamankan investasi dan aset Perusahaan. Penerapan SPI meliputi tiga kegiatan Perusahaan, yakni operasional, pelaporan, dan kepatuhan.

Pertamina Lubricants applies an Internal Control System (SPI), which refers to the Minister of SOEs Regulation No. PER-09/MBU/2012 on the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises. SPI is a system to maintain and direct the Company's processes to align with its objectives and programs, as well as to secure its investment and assets. SPI implementation covers three activities of the Company, namely operations, reporting, and compliance.

3 (Tiga) Kegiatan Sistem Pengendalian Internal 3 (Three) Internal Control System Activities



Kebijakan Sistem Pengendalian Internal

Sistem pengendalian internal Pertamina Lubricants sejalan dengan sistem pengendalian internal yang berlaku secara internasional, yaitu Committee of Sponsoring Organization of the Treadway Commission (COSO).

Internal Control System Policy

Pertamina Lubricants' internal control system is in line with internationally accepted internal control system, the Committee of Sponsoring Organization of the Treadway Commission (COSO).

Kesesuaian Sistem Pengendalian Internal dengan Kerangka COSO

Perusahaan mengembangkan SPI dengan pendekatan pada kesesuaian dengan Kerangka *Committee of Sponsoring Organization of The Treadway Commissions* (COSO). Sesuai prinsip-prinsip yang dikembangkan dalam Kerangka COSO, SPI menjadi perangkat untuk membantu Perusahaan mencapai tujuan bisnis, yakni efektivitas dan efisiensi operasi, kepatuhan pada hukum dan peraturan, serta laporan keuangan yang dapat dipertanggungjawabkan. Mengacu pada Kerangka COSO, maka Perusahaan mengembangkan penerapan SPI yang berbasis pada lima komponen saling berkaitan dan terintegrasi.

SPI Conformity with COSO Framework

The Company develops SPI with an approach to conformity with the Committee of Sponsoring Organization of The Treadway Commissions (COSO) Framework. In accordance with the principles developed in the COSO Framework, SPI is a tool to help the Company achieving its business objectives, such as operating effectiveness and efficiency, compliance with laws and regulations, and accountable financial reports. Referring to the COSO Framework, the Company develops the SPI based on five interrelated and integrated components.

Pengendalian Internal Pertamina Lubricants

Internal Control of Pertamina Lubricants

	LINGKUNGAN PENGENDALIAN CONTROL ENVIRONMENT Lingkungan pengendalian diciptakan melalui seperangkat kebijakan, peraturan dan tata kerja yang tersusun dalam tata kerja operasi. Tata kerja tersebut sebagian diterjemahkan dalam sistem berbasis komputer (MySAP), untuk memastikan proses dilaksanakan sesuai dengan prosedur dan kegiatan dapat dilakukan dengan lebih efisien. Control environment is created through a set of policies, regulations, and work procedures in the operating work system. This work procedure is partially translated into a computerbased system (MySAP) to ensure processes are implemented according to procedures and activities can be carried out more efficiently.
	PENILAIAN RISIKO RISK ASSESSMENT Penilaian risiko dilakukan dengan mengidentifikasi proses bisnis yang memiliki risiko tinggi. Untuk proses yang memiliki risiko tinggi tersebut dilakukan mitigasi melalui proses dan prosedur yang memadai sehingga risiko tersebut tidak menghambat pencapaian tujuan perusahaan. <i>Monitoring</i> dan evaluasi atas pengendalian intern atas proses bisnis, dilakukan secara berkala untuk memastikan risiko dalam proses bisnis tersebut telah dimitigasi dengan tepat. Risk assessment is carried out by identifying high-risk business processes. Mitigation for the high-risk processes is conducted through adequate processes and procedures to prevent the risk from hindering the achievement of the Company's goals. Monitoring and evaluation on internal control of business processes are carried out periodically to ensure appropriate risks mitigation
	AKTIVITAS PENGENDALIAN CONTROL ACTIVITIES Aktivitas pengendalian diciptakan melalui kebijakan dan prosedur yang sebagian diotomatisasi dalam Sistem terkomputerisasi. Pengujian pengendalian internal dilakukan oleh Auditor Internal, Auditor Eksternal dan Badan Pemeriksa Keuangan (BPK). Hasil pengujian digunakan sebagai masukan untuk melakukan improvement atas tata kerja organisasi sehingga aktivitas pengendalian akan berjalan efektif dan efisien. Control activities are created through policies and procedures that are partially automated in computerized systems. Internal control testing is carried out by the Internal Auditor, External Auditor, and the Supreme Audit Agency (BPK). The test results are used as input to improve the organization's work procedures to carry out control activities effectively and efficiently.
	INFORMASI DAN KOMUNIKASI PERUSAHAAN COMPANY INFORMATION AND COMMUNICATION Hasil evaluasi atas pengendalian perusahaan diinformasikan dan dikomunikasikan oleh Eksternal Auditor dan Internal Auditor. Internal auditor mengkomunikasikan aktivitas audit atas pengendalian internal suatu Unit atau aktivitas tertentu dalam laporan bulanan yang disampaikan kepada Direksi dan Komisaris. Sementara itu, selama proses audit berlangsung, Eksternal Auditor menyampaikan laporan efektivitas pengendalian internal dan menyampaikan <i>Internal Control Memorandum</i> (ICM) pada akhir masa penugasan. Selain itu, Eksternal Auditor dapat juga melakukan audit atas kepatuhan perusahaan terhadap peraturan perundang-undangan dan pengendalian internal yang berlaku. The evaluation results of the Company's control are informed and communicated by the External and Internal Auditors. Internal auditors communicate audit activities on the internal control of a particular unit or activity in monthly reports submitted to the Board of Directors and Board of Commissioners. Meanwhile, during the audit process, the External Auditor submitted a report on the effectiveness of internal control and an Internal Control Memorandum (ICM) at the end of assignment period. Additionally, the External Auditor can also audit the Company's compliance with the applicable laws and regulations and internal control.
	KEGIATAN PEMANTAUAN MONITORING ACTIVITIES Kegiatan pemantauan tindak lanjut atas rekomendasi dilakukan secara rutin setiap akhir bulan, sehingga diharapkan improvement terhadap proses bisnis dapat segera dilaksanakan. Monitoring activities of follow-up on recommendations are carried out regularly at the end of each month to ensure immediate improvements of the business processes.

Pengendalian Internal atas Kegiatan Operasional

Pertamina Lubricants melakukan pengendalian internal melalui penerapan standar tinggi terhadap aspek *health, safety, security*, dan *environmental* (HSSE). Pengendalian internal sangat penting karena memastikan aktivitas operasional didukung suatu proses bisnis yang mematuhi aturan dan prosedur. Dengan demikian, tujuan Perusahaan untuk meningkatkan nilai dapat tercapai.

Pengendalian Internal atas Kegiatan Keuangan

Pertamina Lubricants menetapkan kebijakan mengenai pengendalian internal atas pelaporan keuangan atau *Internal Control over Financial Reporting* (ICoFR) serta pelaksanaan evaluasinya. Pengendalian internal baik tingkat entitas maupun transaksional termasuk pengendalian internal difasilitasi oleh *Information Technology* (IT General Control & IT Application Control). Penerapan ICoFR dalam jangka panjang memberikan keyakinan atas efektivitas pengendalian internal dalam pelaporan keuangan dan diharapkan dapat meningkatkan kepercayaan terhadap seluruh pemangku kepentingan.

Pengendalian Internal Atas Pelaksanaan Sistem Pengendalian Internal

Berdasarkan hasil kegiatan assurance sepanjang tahun 2022, diketahui bahwa sistem pengendalian internal Perusahaan secara umum sudah efektif meskipun masih ditemukan beberapa proses bisnis yang sistem pengendalian internalnya masih belum memadai, atas hal tersebut business owner telah melakukan perbaikan yang dibutuhkan.

Hasil Tinjauan atas Pelaksanaan Sistem Pengendalian Internal Tahun Buku 2022

Merujuk pada model *three lines of defense*, pengelolaan pengendalian internal di Pertamina Lubricants dilaksanakan berlapis. Seluruh *business owner* melakukan pengendalian internal di level *first line of defense*, dan dievaluasi oleh fungsi penunjang di level *second line of defense*. Fungsi Internal Audit melakukan evaluasi pengendalian internal di level *third line of defense* melalui kegiatan *assurance*. Kegiatan *assurance* dilaksanakan untuk memberikan opini atas efektivitas pengendalian internal yang dirancang dan dilaksanakan oleh *first line of defence*, dan dievaluasi oleh *second line of defence*.

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

Internal Control over Operational Activities

Pertamina Lubricants performs internal control through the implementation of high standards on health, safety, security, and environmental (HSSE) aspects. Internal control is very important because it ensures that operational activities are supported by a business process that complies with rules and procedures. Thus, the Company's goal of increasing value can be achieved.

Internal Control over Financial Activities

Pertamina Lubricants has established policy on the Internal Control over Financial Reporting (ICoFR) and its evaluation. Internal control at both entity and transactional levels is facilitated by Information Technology (IT General Control & IT Application Control). The implementation of ICoFR in the long term provides confidence in the effectiveness of internal control in financial reporting and is expected to increase trust in all stakeholders.

Internal Control over Internal Control System Implementation

The results of assurance activities throughout 2022 showed that the Company's internal control system is generally effective, although there are still several business processes whose internal control systems are still inadequate, on this matter the business owner has made the necessary improvements.

Review Results of the Internal Control System Implementation for 2022 Fiscal Year

Referring to the three lines of defense model, the management of internal control at Pertamina Lubricants is carried out in layers. All business owners carry out internal control at the first line of defense level, and are evaluated by supporting functions at the second line of defense. The Internal Audit function evaluates internal control at the third line of defense through assurance activities. Assurance activities are carried out to provide an opinion on the effectiveness of internal controls designed and implemented by the first line of defense, and evaluated by the second line of defense.

Through assurance and consulting activities on the aspects of risk management, control, and governance, the Internal Audit Function provides recommendations for the improvement of internal control which is considered ineffective. The business owner is responsible for following up on these recommendations, to rectify the internal control weaknesses and to mitigate the risk of achieving business process objectives.



Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Pengendalian Internal

Berdasarkan Laporan Pelaksanaan Stakeholder Feedback Survey tahun 2022 yang disusun Fungsi Internal Audit PT Pertamina (Persero) dengan responden antara lain Komisaris Utama, Ketua dan Anggota Komite Audit, Direktur Utama dan Direktur Teknis dan Pejabat satu level di bawah Direktur Utama (Dirut) pada Fungsi Leher, Fungsi Internal Audit Pertamina Lubricant, diperoleh hasil skala tingkat kepuasan stakeholder 3,83 dari skala likert 5. Sesuai hasil tersebut, kategori tingkat kepuasan adalah Puas.

Statement of Board of Directors and/or Board of Commissioners on Internal Control System Adequacy

The 2022 Stakeholder Feedback Survey Implementation Report was prepared by the Internal Audit Function of PT Pertamina (Persero) with respondents including President Commissioner, Chairman and Members of Audit Committee, President Director and Technical Director and Officers one level below President Director in the Neck Function, Internal Audit Function of Pertamina Lubricant, with the stakeholder satisfaction index of 3.83 on the Likert scale of 5. According to this result, the category of satisfaction level is Satisfied.

MANAJEMEN RISIKO

Risk Management

Pelaksanaan Manajemen Risiko di Pertamina Lubricants didasarkan pada Peraturan Menteri BUMN No. PER-09/MBU/2012 Tahun 2012 tentang perubahan atas peraturan menteri negara badan usaha milik negara nomor PER-01/MBU/2011 tentang penerapan tata kelola perusahaan yang baik (good corporate governance) pada badan usaha milik negara Hal ini sesuai status PT Pertamina (Persero) sebagai Pemegang Saham Pengendali Pertamina Lubricants, yang merupakan BUMN. Sesuai Permen tersebut disebutkan, bahwa:

1. Direksi, dalam setiap pengambilan keputusan/tindakan, harus mempertimbangkan risiko usaha;
2. Direksi wajib membangun dan melaksanakan program manajemen risiko korporasi secara terpadu yang merupakan bagian dari pelaksanaan program GCG;
3. Pelaksanaan program manajemen risiko dapat dilakukan, dengan:
4. Membentuk unit kerja tersendiri yang ada di bawah Direksi; atau
5. Memberi penugasan kepada unit kerja yang ada dan relevan untuk menjalankan fungsi manajemen risiko;

Direksi wajib menyampaikan laporan profil manajemen risiko dan penanganannya bersamaan dengan laporan berkala perusahaan.

Penerapan manajemen risiko dan prediksi risiko dapat membantu Perusahaan menghemat pengeluaran sekaligus melindungi masa depan. Rencana manajemen risiko yang tepat akan membantu Perusahaan menetapkan prosedur untuk menghindari ancaman, meminimalkan dampak negatif, serta mengatasi ancaman tersebut. [2-25a]

Kebijakan dan Pedoman Manajemen Risiko

Untuk mendukung penerapan Manajemen Risiko, Pertamina Lubricants telah memiliki Piagam Manajemen Risiko. Keberadaan Piagam Manajemen Risiko akan menjadikan seluruh pihak di internal Perusahaan memiliki pemahaman sama dalam mengelola risiko sehingga akan meminimalkan risiko kerugian. Piagam Manajemen Risiko berisi komitmen seluruh jajaran perusahaan mengimplementasikan Manajemen Risiko (*Enterprise Risk Management*) dalam setiap aspek kegiatan bisnis Perusahaan.

Risk Management at Pertamina Lubricants is based on the Minister of State-Owned Enterprises Regulation No. PER-09/MBU/2012 on the amendment to the Minister of State-Owned Enterprises Regulation number PER-01/MBU/2011 concerning the implementation of good corporate governance in State-Owned Enterprises. This is in accordance with the status of PT Pertamina (Persero) as the Controlling Shareholder of Pertamina Lubricant, which is a State-Owned Enterprises. The regulation states the following:

1. Board of Directors must consider business risks in every decision/action;
2. Board of Directors is required to develop and implement an integrated corporate risk management program as part of GCG program implementation;
3. Risk management programs can be carried out, by:
4. Establishing a separate work unit under the Board of Directors; or
5. Assigning existing and relevant work units to carry out the risk management function;

Board of Directors is required to submit a risk management profile report and its handling together with the Company's periodic reports.

Risk management and risk prediction can help the Company save expenses while protecting the future. An appropriate risk management plan will help the Company establish procedures to avoid threats, minimize negative impacts, and overcome these threats. [2-25a]

Risk Management Policy and Guidelines

To support the implementation of Risk Management, Pertamina Lubricants has a Risk Management Charter. The Risk Management Charter will provide a common understanding to all parties within the Company in managing risk, thus minimize the risk of loss. The Risk Management Charter contains the commitment of all levels of the Company to implement Enterprise Risk Management in every aspect of the Company's business activities.

Penerapan Manajemen Risiko di lingkungan Pertamina Lubricants dilaksanakan berdasarkan:

1. Anggaran Dasar Pertamina Lubricants yang dimuat dalam Akta No. 35 tanggal 23 September 2013 yang dibuat di hadapan Notaris Lenny Janis Ishak, S.H. dan Pertamina Lubricants;
2. ISO 31000:2018 tentang *Risk Management-Guidelines*;
3. Pedoman Manajemen Risiko PT Pertamina (Persero) No. 013-001/G10000/2020-S9;
4. Pedoman Manajemen Risiko No. A-003-PL0100-2021-S9;
5. Pedoman Sistem Manajemen Terpadu Pertamina Lubricants No. A-101/PL0100/2016-S9 rev.2
6. Traktat Manajemen Risiko Pertamina Lubricants tanggal 27 November 2020.

Struktur Organisasi Pengelolaan Risiko

Kegiatan pengelolaan risiko dijalankan Fungsi Risk & Performance Management dan dipimpin seorang manajer, yang bertanggung jawab kepada Direktur Utama melalui VP Corporate Development. Dalam menjalankan tugas dan tanggung jawab mengelola risiko, Fungsi Risk & Performance Management didukung para analis.

The Risk Management within Pertamina Lubricants is carried out based on:

1. Articles of Association of Pertamina Lubricants contained in Deed No. 35 dated September 23, 2013 drawn up before Notary Lenny Janis Ishak, S.H. and Pertamina Lubricant;
2. ISO 31000:2018 on Risk Management-Guidelines;
3. PT Pertamina (Persero) Risk Management Guidelines No. 013-001/G10000/2020-S9;
4. Risk Management Guidelines No. A-003-PL0100- 2021-S9;
5. Guidelines for the Integrated Management System of Pertamina Lubricants No. A-101/ PL0100/2016-S9 rev.2
6. Pertamina Lubricants Risk Management Treaty dated November 27, 2020

Risk Management Organizational Structure

Risk management activities are carried out by the Risk & Performance Management Function and are led by a manager, who reports to the President Director through VP Corporate Development. In performing duties and responsibilities of managing risk, the Risk & Performance Management function is supported by analysts.

Struktur Organisasi Pengelolaan Risiko Pertamina Lubricants Risk Management Organization Structure of Pertamina Lubricants



Profil Risiko di Tahun 2022 dan Mitigasinya

Selama tahun 2022, Pertamina Lubricants telah mengidentifikasi 4 risiko yang berpengaruh signifikan terhadap arah bisnis Perusahaan. Sebagai upaya untuk mengelola segala potensi risiko-risiko tersebut, Perusahaan telah membuat perencanaan mitigasi dan pengelolaan risiko. Berikut ini merupakan risiko-risiko utama yang telah teridentifikasi dan langkah mitigasi yang dilakukan.

Risk Profile in 2022 and Mitigation

During 2022, Pertamina Lubricants has identified 4 risks that have significant impacts on the Company's business direction. In an effort to manage all these potential risks, the Company has prepared a risk mitigation and management plan. The following are the main risks that have been identified and their mitigation measures

Profil Risiko Tahun 2022 dan Mitigasi

Risk Profile in 2022 and Mitigation

No	Top Risk	Rencana Mitigasi	Mitigation Plan
1	Tidak tercapainya target <i>revenue</i> dan <i>profit</i> Failure to achieve revenue and profit targets	1. Segmen Retail Melakukan dan Program <i>Below The Line: Spreading Program, Mystery Guest, Ayo Scan POWER</i> dan <i>End User Promo</i> berupa: <i>Sales Promo in Own Channel & General Outlet, Sales Promo in Chain Outlet, Bundling Promo</i>, Program Kolaborasi dengan <i>Subholding C&T</i>. 2. Segmen Industri melakukan <i>After Sales Service Industri, Sales Pipeline</i> dan <i>Volume Booster Industri</i> 3. <i>Segmen Key Account</i> meningkatkan penjualan <i>base oil group 2</i> dengan suplai dari Exxon Mobil dan Mengajukan tambahan alokasi dari KPI di kontrak jual beli 4. Implementasi <i>Performance Culture</i> melalui <i>Running DMS Full Cycle</i> 5. Meningkatkan Marketing Intelligence & Research dalam proses Sales & Marketing 6. Meningkatkan <i>Customer Care</i> melalui <i>Satisfaction & Loyalty Level</i> 7. <i>Pricing strategy</i> untuk Domestik dan Overseas	1. Retail Segment Performs Below The Line Programs: Spreading Program, Mystery Guest, Ayo Scan POWER) and End User Promos in the form of: Sales Promos in Own Channel & General Outlets, Sales Promos in Chain Outlets, Bundling Promos, Collaboration Programs with Subholding C&T. 2. Industrial Segment performs Industrial After Sales Service, Sales Pipeline and Industrial Volume Booster 3. Key Account segment increases sales of group 2 base oil with supplies from Exxon Mobil and proposes additional allocations from KPIs in sale and purchase contracts 4. Implementation of Performance Culture through Running DMS Full Cycle 5. Improving Marketing Intelligence & Research in Sales & Marketing process 6. Improving Customer Care through Satisfaction & Loyalty Levels 7. Pricing strategy for Domestic and Overseas
2	Tidak tercapainya target <i>sales volume</i> Not achieving sales volume targets	1. Segmen Retail Melakukan dan Program <i>Below The Line: Spreading Program, Mystery Guest, Ayo Scan POWER</i> dan <i>End User Promo</i> berupa: <i>Sales Promo in Own Channel & General Outlet, Sales Promo in Chain Outlet, Bundling Promo</i>, Program Kolaborasi dengan <i>Subholding C&T</i> 2. Segmen Industri melakukan <i>After Sales Service Industri, Sales Pipeline</i> dan <i>Volume Booster Industri</i> 3. <i>Segmen Key Account</i> meningkatkan penjualan <i>base oil group 2</i> dengan suplai dari Exxon Mobil dan Mengajukan tambahan alokasi dari KPI di kontrak jual beli 4. <i>Segmen Key Account</i> meningkatkan penjualan <i>base oil group 2</i> dengan suplai dari Exxon Mobil dan Mengajukan tambahan alokasi dari KPI di kontrak jual beli 5. Meningkatkan <i>Marketing Intelligence & Research</i> dalam proses Sales & Marketing 6. Meningkatkan <i>Customer Care</i> melalui <i>Satisfaction & Loyalty Level</i> 7. <i>Pricing strategy</i> untuk Domestik dan Overseas	1. Retail Segment Performs Below The Line Programs: Spreading Program, Mystery Guest, Ayo Scan POWER) and End User Promos in the form of: Sales Promos in Own Channel & General Outlets, Sales Promos in Chain Outlets, Bundling Promos, Collaboration Programs with Subholding C&T. 2. Industrial Segment performs Industrial After Sales Service, Sales Pipeline and Industrial Volume Booster 3. Key Account segment increases sales of group 2 base oil with supplies from Exxon Mobil and proposes additional allocations from KPIs in sale and purchase contracts 4. Implementation of Performance Culture through Running DMS Full Cycle 5. Improving Marketing Intelligence & Research in Sales & Marketing process 6. Improving Customer Care through Satisfaction & Loyalty Levels 7. Pricing strategy for Domestic and Overseas

No	Top Risk	Rencana Mitigasi	Mitigation Plan
3	Tidak tercapainya target market share Not achieving the market share target	1. Segmen Retail Melakukan dan Program <i>Below The Line: Spreading Program, Mystery Guest, Ayo Scan POWER</i>) dan <i>End User Promo</i> berupa: <i>Sales Promo in Own Channel & General Outlet, Sales Promo in Chain Outlet, Bundling Promo</i>, Program Kolaborasi dengan <i>Subholding C&T</i> 2. Segmen Industri melakukan <i>After Sales Service Industri, Sales Pipeline</i> dan <i>Volume Booster Industri</i> 3. <i>Segmen Key Account</i> meningkatkan penjualan <i>base oil group 2</i> dengan suplai dari Exxon Mobil dan Mengajukan tambahan alokasi dari KPI di kontrak jual beli 4. <i>Segmen Key Account</i> meningkatkan penjualan <i>base oil group 2</i> dengan suplai dari Exxon Mobil dan Mengajukan tambahan alokasi dari KPI di kontrak jual beli 5. Meningkatkan Marketing <i>Intelligence & Reseach</i> dalam proses <i>Sales & Marketing</i> 6. Meningkatkan <i>Customer Care</i> melalui <i>Satisfaction & Loyalty Level</i> 7. <i>Pricing strategy</i> untuk Domestik dan Overseas	1. Retail Segment Performs Below The Line Programs: Spreading Program, Mystery Guest, Ayo Scan POWER) and End User Promos in the form of: Sales Promos in Own Channel & General Outlets, Sales Promos in Chain Outlets, Bundling Promos, Collaboration Programs with Subholding C&T. 2. Industrial Segment performs Industrial After Sales Service, Sales Pipeline and Industrial Volume Booster 3. Key Account segment increases sales of group 2 base oil with supplies from Exxon Mobil and proposes additional allocations from KPIs in sale and purchase contracts 4. Implementation of Performance Culture through Running DMS Full Cycle 5. Improving Marketing Intelligence & Research in Sales & Marketing process 6. Improving Customer Care through Satisfaction & Loyalty Levels 7. Pricing strategy for Domestic and Overseas
4	Tingginya deviasi demand forecast accuracy High deviation of demand forecast accuracy	1. Koordinasi dengan tim Marketing terkait dengan Program dan Kontrak yang sedang berjalan 2. Review bertingkat atas rencana jual 3. <i>Weekly Meeting</i> dengan Tim Produksi dan Distribusi terkait Kendala/ Prioritas Pengiriman Produk	1. Coordination with Marketing team regarding ongoing Programs and Contracts 2. Multilevel review of selling plans 3. Weekly Meeting with Production and Distribution Team regarding Product Delivery Constraints/ Priorities
5	Kelangkaan bahan baku aditif dan material packaging Scarcity of additive raw materials and packaging materials	1. Meningkatkan ketahanan <i>stock</i> diatas 2 bulan, terutama untuk <i>additives</i> kelas A 2. Melakukan makloon dan pembelian plat baja langsung ke pabrikan plat baja 3. Koordinasi dengan Produksi Pusat dan <i>Production Unit</i> terkait untuk melakukan BAU atau mengalihkan suplai ke vendor lain 4. Koordinasi dengan <i>Production Planning</i> untuk melakukan pengalihan program produksi jika bahan baku tidak tersedia 5. Penerapan rencana <i>scheduling</i> harian 6. Koordinasi dengan MQC terkait temuan di lapangan untuk selanjutnya diinformasikan ke vendor terkait 7. Melakukan audit terhadap vendor material pembungkus agar material sesuai dengan spesifikasi	1. Increase stock durability over 2 months, especially for class A additives 2. Makloon and purchase of steel plates directly to steel plate manufacturers 3. Coordination with Central Production and related Production Units to carry out BAU or transfer supplies to other vendors 4. Coordination with Production Planning to transfer production programs if raw materials are not available 5. Daily scheduling plan 6. Coordination with MQC regarding findings in the field for further information to related vendors 7. Conduct an audit of packaging material vendors so that the material conforms to specifications

No	Top Risk	Rencana Mitigasi	Mitigation Plan
6	<i>Availability product</i> tidak sesuai dengan rencana jual Product availability is not in accordance with the selling plan	1. Melakukan koordinasi lanjutan setelah penentuan alokasi bulanan dalam bentuk S&OP <i>meeting</i> minimal 1 bulan 1x dengan tim produksi dan sales support serta internal Distribusi 2. Perbaiki SAP PPDS	1. Carry out follow-up coordination after determining monthly allocations in the form of S&OP meetings at least once a month with production team and sales support as well as distribution internals 2. Improving SAP PPDS
7	Produk <i>Block Stock</i> di gudang Block Stock products in the warehouse	1. Membentuk tim khusus percepatan penanganan produk <i>block stok</i>, Usulan FUPP 2. Edukasi pekerja tata cara penyimpanan produk 3. Melakukan modernisasi alat <i>handling (dock leveler & mobile loading ramp)</i>	1. Form a special team to accelerate the handling of block stock products, FUPP proposal 2. Education of workers on how to store products 3. Modernizing handling equipment (dock leveler & mobile loading ramp)
8	Customer tidak memenuhi komitmen pembayaran sesuai TOP (Resiko Kredit/<i>overdue trade receivable</i>) Customer does not fulfill payment commitment according to TOP (Credit Risk/<i>overdue trade receivable</i>)	1. Monitoring ketat <i>outstanding</i> piutang konsumen 2. Pembuatan Asuransi usaha untuk konsumen 3. Koordinasi fungsi <i>Finance</i> dan <i>Sales & Marketing</i> untuk konsumen yang akan/sudah <i>Overdue</i> 4. Konsolidasi antara Bank, PTPL, Tim Sales, Tim <i>Finance</i> dan Distributor untuk penyelesaian masalah 5. Report terkait monitoring <i>Credit exposure</i>, Masa Berlaku Credit, dan Aging AR 6. <i>Update credit approval</i> dengan melakukan <i>credit scoring</i> dengan dasar Laporan keuangan terupdate	1. Strict monitoring of outstanding consumer receivables 2. Making business insurance for consumers 3. Coordination of Finance and Sales & Marketing functions for consumers who will be/have been Overdue 4. Consolidation between the Bank, PTPL, Sales Team, Finance Team and Distributors to solve problems 5. Reports related to monitoring Credit exposure, Credit Validity Period, and Aging AR 6. Update credit approval by conducting credit scoring on the basis of updated financial reports
9	Keterlambatan tindak lanjut audit Delay in audit follow-up	1. Melaksanakan koordinasi secara berkala dengan pimpinan tertinggi auditee dan/atau pihak eksternal untuk <i>monitoring</i> progress tindak lanjut rekomendasi hasil audit. 2. Meningkatkan intensitas monitoring tindak lanjut temuan.	1. Coordinate regularly with the highest leadership of auditee and/or external parties to monitor the progress of following up on the recommendations of audit results. 2. Increasing the monitoring intensity of follow-up findings.
10	<i>Force Majeure – Pandemi Covid 19</i> <i>Force Majeure – Covid 19 Pandemic</i>	Penanganan COVID-19, Antigen, PCR, Extrafooding PU & DSP, APD, <i>Disinfectant</i>, <i>Hand Sanitizer</i> dan Bantuan terkait lainnya	Handling of COVID-19, Antigen, PCR, Extrafooding PU & DSP, PPE, <i>Disinfectant</i>, <i>Hand Sanitizer</i> and other related assistance

Tinjauan atas Efektivitas Sistem Manajemen Risiko

Pertamina Lubricants berupaya membangun sistem pengelolaan risiko (ERM) yang disesuaikan dengan kegiatan operasi dan usaha. Pada tahun pelaporan, tinjauan atas efektivitas Sistem Manajemen Risiko dilakukan secara berkala oleh Fungsi *Enterprise Risk Management* Pertamina Subholding Commercial & Trading. Sepanjang tahun 2022, kinerja ERM telah terlaksana 100%, baik untuk penyusunan *risk register*, penentuan *top risk* dan pengawasan mitigasi dari setiap risiko *on going business*. Semua capaian ini akan terus dipertahankan di tahun-tahun mendatang.

Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Manajemen Risiko

Pernyataan atas kecukupan sistem manajemen risiko diungkapkan melalui traktat *Enterprise Risk Management* Pertamina Lubricants yang ditandatangani Direksi per tanggal 27 November 2020. Traktat ini merupakan bentuk komitmen dan penerapan praktik pengelolaan manajemen risiko telah dijalankan dengan optimal.

Dewan komisaris atau komite audit menyatakan atas kecukupan sistem manajemen risiko Perusahaan melalui penandatanganan RKAP 2022 yang berisikan Profil Risiko perusahaan.

Overview of Risk Management System Effectiveness

Pertamina Lubricants strives to develop an enterprise-wide risk management (ERM) system that is tailored to its operations and business activities. In the reporting year, the effectiveness of Risk Management System is reviewed periodically by the Enterprise Risk Management Function of Pertamina Subholding Commercial & Trading. Throughout 2022, ERM performance has been implemented 100%, both for the preparation of risk register, determining top risk and monitoring mitigation of every on-going business risk. All of these achievements will be maintained in the years to come.

Statement of Board of Directors and/or Board of Commissioners on Risk Management System Adequacy

Statement on the adequacy of risk management system is disclosed through the Enterprise Risk Management tract of Pertamina Lubricant, which was signed by Board of Directors on November 27, 2020. This treaty is a form of commitment and implementation of risk management practices that have been carried out optimally.

Board of Commissioners or Audit Committee certifies the adequacy of the Company's risk management system through the signing of 2022 RKAP, which contains the Company's Risk Profile.

PERKARA PENTING

Important Cases

Permasalahan Hukum

Di sepanjang tahun 2022 tidak terdapat perkara hukum secara perdata dan pidana, baik yang sedang dihadapi Perusahaan/entitas anak/Dewan Komisaris dan Direksi maupun yang telah berketetapan hukum.

Pengungkapan Sanksi Administrasi oleh Otoritas Terkait

Berikut disampaikan transparansi sanksi administrasi yang diterima Perusahaan di tahun 2022.

Entitas Entity	Sanksi Administratif Administrative Sanctions
Perusahaan The Company	Tidak ada sanksi No sanctions
Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors	Tidak ada sanksi No sanctions
Entitas Anak Subsidiary	Tidak ada sanksi No sanctions

Perkara Penting di Luar Aspek Hukum

Di sepanjang tahun 2022 Perusahaan tidak menemukan adanya perkara penting di luar aspek hukum yang melibatkan Perusahaan, Dewan Komisaris dan Direksi, maupun entitas anak.

Laporan atas Aktivitas Perusahaan yang Mencemari Lingkungan

Tidak terdapat laporan atas aktivitas Perusahaan yang mencemari lingkungan.

Legal Issues

Throughout 2022, there were no civil and criminal legal cases, either those being faced by the Company/Subsidiaries/Board of Commissioners and Board of Directors or those that have been determined by law.

Disclosure of Administrative Sanctions by Relevant Authorities

The following is the transparency of administrative sanctions received by the Company in 2022.

Important Cases Outside Legal Aspects

Throughout 2022, the Company did not find any important cases outside the legal aspects involving the Company, Board of Commissioners and Board of Directors, or subsidiaries.

Report on Company Activities that Pollute the Environment

There were no reports on the Company's activities that pollute the environment.

KODE ETIK

Code of Conduct

Keberadaan Pedoman Perilaku atau *Code of Conduct* (CoC) memberikan panduan berperilaku sesuai yang diharapkan Perusahaan, sehingga akan tertanam dan menjadi perilaku khas yang membedakan Pertamina Lubricants dengan perusahaan lainnya.

The Code of Conduct (CoC) provides guidelines for the Company's expected behavior, therefore it will be embedded and become a characteristic behavior that distinguishes Pertamina Lubricants from other companies.

Visi, Misi, dan Nilai Perusahaan Sebagai Landasan Utama

Vision, Mission and Corporate Values as the Main Foundation

Perusahaan telah menetapkan kode etik sesuai dengan visi dan misi Perusahaan yang berfungsi sebagai pedoman perilaku bagi seluruh pegawai dalam berinteraksi, baik dengan pihak di dalam lingkungan Perusahaan maupun pihak luar. Kode etik Perusahaan diperkenalkan ke seluruh tingkatan di lingkungan Perusahaan dan tertulis dalam kontrak kerja perekrutan pegawai yang harus dipahami dan ditandatangani oleh seluruh pegawai. Seluruh pegawai diharapkan untuk berperilaku sesuai nilai-nilai Perusahaan dan menerapkan kode etik dalam kegiatan sehari-hari.

The Company has established a code of conduct in accordance with the Company's vision and mission that serves as a guideline of behavior for all employees in interacting, both with parties within the Company and outside parties. The Company's code of conduct is introduced to all levels within the Company and written in the employee recruitment contract that must be understood and signed by all employees. All employees are expected to behave in accordance with the Company's values and apply the code of conduct in their daily activities.



Visi | Vision Menjadi pemimpin solusi pelumas dan *specialty chemical* di Asia.

To be the leading Asian champion for lubricants and specialty chemical solutions.



Misi | Mission

1. Menjadi mitra terpercaya bagi pelanggan & rekan bisnis.
 2. Menyediakan teknologi pelumas dan *specialty chemical* untuk seluruh kebutuhan pelanggan.
 3. Mengembangkan talenta dan budaya *corporate* sebagai modal utama untuk keberhasilan.
 4. Berkomitmen pada standar etika tinggi dukungan pada masyarakat setempat, dan kegiatan operasi yang aman serta bertanggung jawab terhadap lingkungan.
1. Become a trusted partner to customer & business counterparts.
 2. Deliver lubricants and specialty chemical technologies for all customer needs
 3. Nurture talents and corporate culture as critical ingredients for success.
 4. Commit to high ethical standards, local community support, and safe & environmentally responsible operations.

Nilai-nilai Utama Perusahaan

Corporate Core Values



AMANAH

TRUSTWORTHY

Memegang teguh kepercayaan yang diberikan.
Upholding the trust given.



KOMPETEN

COMPETENT

Terus belajar dan mengembangkan kapabilitas.
Continuously learning and developing capabilities.



HARMONIS

HARMONIOUS

Saling peduli dan menghargai perbedaan.
Caring for each other and respecting differences.



LOYAL

LOYAL

Berdedikasi dan mengutamakan kepentingan bangsa dan negara.
Dedicated and prioritizing the interests of Nation and State.



ADAPTIF

ADAPTIVE

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.
Continue to innovate and be enthusiastic in driving or facing change.



KOLABORATIF

COLLABORATIVE

Membangun kerjasama sinergis.
Build synergistic cooperation.

Pengesahan Pedoman Perilaku (CoC)

Pedoman Perilaku (*Code of Conduct*) No. A-007/PL0010/2018-S9 R0 yang berlaku di Pertamina Lubricants disahkan pada 3 September 2018.

Code of Conduct (CoC) Ratification

The Code of Conduct No. A-007/PL0010/2018-S9 R0 applicable at Pertamina Lubricants was ratified on September 3, 2018.

Pokok-Pokok dalam Pedoman Perilaku (CoC)

Secara umum, muatan Pedoman Perilaku Perusahaan adalah sebagai berikut:

Points of Code of Conduct

In general, the contents of the Company's Code of Conduct are as follows:

Pokok-pokok Pedoman Perilaku

Points of Code of Conduct

Bab I Chapter I	Umum General	Tujuan, Ruang Lingkup, Pengertian Purpose, Scope, Definition
Bab II Chapter II	Pedoman Perilaku Code of Conduct	a. Visi dan Misi Vision and Mission b. Tata Nilai Unggulan Core Values c. Prinsip-Prinsip GCG GCG Principles
Bab III Chapter III	Integritas Dalam Bekerja Integrity at Work	Perilaku Integritas Insan Pertamina Lubricants Integrity of Pertamina Lubricants Personnel
Bab IV Chapter IV	Persaingan Sehat Fair Competition	a. Persaingan Usaha Sehat Fair Business Competition b. Proses Pengadaan Penyediaan Barang/Jasa Procurement Process for Goods/Services c. Informasi Penting Important Information
Bab V Chapter V	Kerahasiaan Data dan Transparansi Data Confidentiality and Transparency	a. Kerahasiaan Data dan Informasi Confidentiality of Data and Information b. Pelaporan Akuntansi dan Keuangan Accounting and Financial Reporting c. Pengelolaan Arsip File Management

Bab VI Chapter VI	Sikap Profesional Professionalism	a. Sikap Kerja Profesional b. Perilaku Sebagai Atasan c. Perilaku Sebagai Bawahan d. Berani Mengungkapkan Masalah e. Mengambil Keputusan f. Narkoba, Minuman Keras, Merokok, Perjudian, dan Perilaku Asusila g. Aktivitas Politik h. Organisasi Profesi i. Transaksi Orang Dalam j. Penggunaan Medsos k. Perlindungan Terhadap Aset Perusahaan l. Menjaga Nama Baik Perusahaan m. Penggunaan Komunikasi Elektronik n. Target yang Harus Dicapai oleh Jajaran o. Pengendalian Internal Perusahaan p. Hak Kekayaan Intelektual q. Menghindari Diskriminasi r. Kesempatan Karir yang Sama s. Standar Ketenagakerjaan t. Media Massa u. Pengakuan Persamaan HAM	a. Professional Work Attitude b. Behavior as a Superior c. Behavior as a Subordinate d. Dare to Express Problems e. Making a Decision f. Drugs, Alcohol, Smoking, Gambling, and Immoral Behavior g. Political Activity h. Professional Organization i. Insider Transactions j. Use of Social Media k. Protection of Company Assets l. Maintaining the Company's Reputation m. Use of Electronic Communication n. Targets to be Achieved by the Staff o. Company Internal Control p. Intellectual Property Rights q. Avoiding Discrimination r. Equal Career Opportunities s. Employment Standards t. Mass Media u. Recognition of Equality of Human Rights
Bab VII Chapter VII	Komitmen Terhadap Pelanggan/Komusmen Commitment to Customers/Consumers	a. Komitmen Terhadap Pelanggan/Konsumen Commitment to Customers/Consumers b. Perlakuan Adil & Tidak Diskriminatif Fair & Non-Discriminatory Treatment c. Tanggung Jawab Terhadap Produk Product Responsibility	
Bab VIII Chapter VIII	Komitmen Terhadap Pemangku Kepentingan Commitment to Stakeholders	a. Komitmen Terhadap Pemegang Saham b. Komitmen Terhadap Pekerja c. Komitmen Terhadap Serikat Pekerja d. Komitmen Terhadap Anak Perusahaan e. Komitmen Terhadap Penyedia Barang/Jasa f. Komitmen Terhadap Pemerintah g. Komitmen Terhadap Investor, Kreditur, dan Bank h. Komitmen Terhadap Mitra Usaha i. Komitmen Terhadap Mitra usaha j. Komitmen Terhadap Kesehatan, Keselamatan, Keamanan (K3), dan Lindungan Lingkungan k. Komitmen Terhadap Masyarakat Sekitar & Tanggung Jawab Sosial l. Komitmen Terhadap Media Massa	a. Commitment to Shareholders b. Commitment to Employees c. Commitment to Labor Union d. Commitment to Subsidiaries e. Commitment to Goods/ Services Suppliers f. Commitment to the Government g. Commitment to Investors, Creditors, and Banks h. Commitment to Business Partners i. Commitment to Business Partners j. Commitment to Health, Safety, Security (K3), and Environmental Protection k. Commitment to Surrounding Communities & Social Responsibility l. Commitment to Mass Media
Bab IX Chapter IX	<i>Whistleblowing System</i>	a. Sosialisasi Dissemination b. Konsekuensi Pelanggaran Pedoman Perilaku Consequences of Violating the Code of Conduct c. Komitmen Insan Pertamina Lubricants Commitment of Pertamina Lubricants Personnel	

Pemberlakuan Pedoman Perilaku kepada Seluruh Insan Pertamina Lubricants

Pedoman tersebut berlaku bagi:

1. Insan Pertamina Lubricants.
2. Pihak eksternal yang bertindak untuk dan atas nama Pertamina Lubricants.
3. Anak Perusahaan dan struktur perusahaan di bawahnya.
4. Mitra kerja yang bekerja dengan Pertamina Lubricants.

Sosialisasi dan Penegakan Pedoman Perilaku

Pedoman Perilaku berlaku untuk seluruh Insan Pertamina Lubricants, tanpa terkecuali. Setiap Insan Pertamina Lubricants diminta untuk mengisi dan menandatangani formulir kepatuhan secara online melalui sistem Compliance Online, sebagai komitmen untuk memastikan Pedoman Perilaku dipatuhi dan dijalankan dengan baik.

Perusahaan terus melakukan sosialisasi Pedoman Perilaku untuk meningkatkan pemahaman dan komitmen bersama atas penerapan Pedoman Perilaku. Penyelenggaraan sosialisasi dijalankan oleh Corporate Secretary melalui berbagai kegiatan dan sarana komunikasi. Sepanjang tahun 2022, Perusahaan menyelenggarakan sosialisasi antara lain:

1. Sosialisasi GCG pada tanggal 14 Juni 2022, dengan judul “*Good Corporate Governance, Risk and Compliance (GRC) Awareness*”, dimana kegiatan ini dilakukan secara daring.
2. Sosialisasi GCG pada tanggal 28 Juli 2022, dengan judul “*Good Corporate Governance, Fraud Awareness, dan AKHLAK*”, dimana kegiatan ini dilakukan secara luring dan daring.
3. Sosialisasi Sistem Manajemen Anti Penyuapan (SMAP) kepada penyedia barang dan jasa pada tanggal 4 Agustus 2022, dimana kegiatan ini dilakukan secara luring.

Sanksi atas Pelanggaran Kode Etik

Pelanggaran terhadap Pedoman Perilaku akan ditindaklanjuti oleh Fungsi Corporate Secretary c.q. Legal & Compliance yang akan memberikan hasil kajian kepada Direksi atau Dewan Komisaris akan memutuskan tindakan perbaikan atau tindakan pencegahan yang harus dilaksanakan oleh atasan langsung Insan Pertamina Lubricants. Sanksi atas pelanggaran yang dilakukan akan diberikan sesuai dengan ketentuan Perjanjian Kerja Bersama dan ketentuan lainnya yang berlaku di Perusahaan.

Jumlah Pelanggaran Kode Etik

Tidak terdapat sanksi yang dikenakan terkait penegakan Pedoman Kode Etik pada karyawan Perusahaan dalam 2 (dua) tahun terakhir.

Code of Conduct Enforcement to All Pertamina Lubricants Personnel

The Code of Conduct applies to:

1. Pertamina Lubricants Personnel.
2. External parties acting for and on behalf of Pertamina Lubricants.
3. Subsidiaries and their subordinate Company structures.
4. Partners who work with Pertamina Lubricants.

Code of Conduct Dissemination and Enforcement

The Code of Conduct applies to all Pertamina Lubricants people, without exception. Every employee of Pertamina Lubricants is required to fill out and sign an online compliance form through the Compliance Online system, as a commitment to ensure that the Code of Conduct is followed and implemented properly.

The Company continues to disseminate the Code of Conduct to increase mutual understanding and commitment to the Code of Conduct implementation. The dissemination is carried out by the Corporate Secretary through various activities and means of communication. Throughout 2022, the Company held dissemination activities, among others:

1. GCG Dissemination on June 14, 2022, with the title “*Good Corporate Governance, Risk and Compliance (GRC) Awareness*”, where this activity was conducted online.
2. GCG Dissemination on July 28, 2022, with the title “*Good Corporate Governance, Fraud Awareness, and AKHLAK*”, where this activity was carried out offline and online.
3. Anti-Bribery Management System (SMAP) Dissemination to goods and service providers on August 4, 2022, where this activity was carried out offline.

Sanctions for Code of Conduct Violations

The Code of Conduct violations will be followed up by the Corporate Secretary Function c.q. Legal & Compliance who will provide the review results to the Board of Directors or Board of Commissioners will decide on corrective actions or preventive actions that must be implemented by direct superiors of Pertamina Lubricants personnel. Sanctions for violations committed will be given in accordance with the provisions of the Collective Labor Agreement and other applicable provisions in the Company.

Number of Code of Conduct Violations

There were no sanctions imposed to the Company's employees related to the enforcement of Code of Conduct in the last 2 (two) years.

KEBIJAKAN ANTI KORUPSI: SISTEM MANAJEMEN ANTI PENYUAPAN DAN PENGENDALIAN GRATIFIKASI

Anti-Corruption Policy: Anti-bribery Management System and Gratification Control

Operasi Perusahaan yang Memiliki Potensi Risiko Korupsi [205-1]

Risiko terkait korupsi terdapat pada setiap fungsi yang dalam menjalankan program kerjanya memiliki hubungan langsung dengan pihak ketiga eksternal. Fungsi-fungsi yang memiliki indikasi risiko korupsi berdasarkan hubungan langsung dengan pihak ketiga antara lain:

- General Affairs (Strategic Sourcing, IT, Asset Management)
- Finance
- Human Resource
- Technical Specialist
- Sales & Marketing Domestic Retail Automotive
- Sales & Marketing Domestic Industry
- Sales Overseas
- Key Account
- Sales Support
- Technical Services
- Quality Assurances
- Production
- Distribution
- Corporate Development
- Corporate Secretary
- Internal Audit
- HEALTH, SAFETY, SECURITY, AND ENVIRONMENTAL

Dengan diterapkannya ISO 37001:2016 di Pertamina Lubricants, maka setiap fungsi melakukan mitigasi yang diperlukan untuk memitigasi risiko tindak pidana korupsi di lingkungan perusahaan, termasuk di dalamnya pemeriksaan terhadap calon mitra kerja perusahaan.

Selama tahun 2022 tidak terdapat peristiwa tindak pidana korupsi, baik itu yang mengakibatkan adanya pekerja yang diberhentikan atau dikenakan sanksi hukum, mengakibatkan kontrak dengan pihak ketiga diakhiri dikarenakan adanya peristiwa tindak pidana korupsi tersebut, atau adanya pelaporan oleh pihak eksternal terhadap perusahaan akibat adanya dugaan tindak pidana korupsi [205-3].

Company Operations with Potential Corruption Risk [205-1]

Risks related to corruption exist in every function, which in carrying out its work program has a direct relationship with external third parties. Functions that have indications of corruption risk based on direct relationships with third parties include:

- General Affairs (Strategic Sourcing, IT, Asset Management)
- Finance
- Human Resource
- Technical Specialist
- Sales & Marketing Domestic Retail Automotive
- Sales & Marketing Domestic Industry
- Overseas Sales
- Key Account
- Sales Support
- Technical Services
- Quality Assurances
- Production
- Distribution
- Corporate Development
- Corporate Secretary
- Internal Audit
- HEALTH, SAFETY, SECURITY, AND ENVIRONMENTAL

With the implementation of ISO 37001:2016 in Pertamina Lubricant, each function carries out the necessary mitigation to mitigate the risk of corruption within the Company, including the examination of prospective partners.

During 2022, there were no incidents of corruption, either resulting in workers being dismissed or subject to legal sanctions, resulting in contracts with third parties being terminated due to the corruption incident, or reporting by external parties against the Company due to suspected corruption [205-3].

Sistem Manajemen Anti Penyuapan

Sesuai Pedoman Perilaku, Pertamina Lubricants dengan alasan apapun tidak dapat mentolerir segala bentuk korupsi. Perbuatan korupsi dapat berupa penyuapan, penggelapan, pemerasan, perbuatan curang, benturan kepentingan dalam pengadaan, dan gratifikasi. Perusahaan berkomitmen tidak akan terlibat dalam tindakan korupsi. Komitmen ini diwujudkan dengan menerapkan Sistem Manajemen Anti Penyuapan (SMAP) berdasarkan SNI ISO 37001:2016, serta Pedoman Sistem Manajemen Anti Penyuapan No. A-101/PL0010/2021-S9.

Pengelolaan Pengendalian Gratifikasi

Perusahaan menerapkan Kebijakan Gratifikasi dengan menerbitkan Pedoman Gratifikasi No. A-009/PL0010/2019-S9, dan membentuk Unit Pengendalian Gratifikasi (UPG) yang ditempatkan pada Fungsi Corporate Secretary. UPG bertanggung jawab atas kepatuhan dan pelaksanaan ketentuan-ketentuan yang mengatur tentang gratifikasi di lingkungan Pertamina Lubricants.

Diketahui pada tahun 2022 tidak terdapat laporan gratifikasi yang dilaporkan kepada Perusahaan. Sementara, terhadap barang gratifikasi yang dilaporkan sebelum tahun 2022 dipajang di lemari gratifikasi dan pekerja yang bersangkutan diberikan apresiasi terhadap integritas mereka.

Pelatihan dan Sosialisasi Anti Korupsi [205-2]

Sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) Pertamina Lubricants serta Pedoman Sistem Manajemen Anti Penyuapan No. A-101/PL0010/2021-S0 R0 telah diunggah dalam sistem portal K2EB Pertamina Lubricants dan dapat diakses oleh seluruh pekerja. Selain itu, Perusahaan juga telah melakukan *broadcast* melalui email kepada pekerja terkait Kebijakan *New Pertamina Lubricants Clean* yang didalamnya menyampaikan komitmen anti penyuapan di lingkup Pertamina Lubricants.

Perusahaan melakukan sosialisasi kebijakan terkait Pedoman Gratifikasi kepada seluruh karyawan, di antaranya:

- Pelatihan ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) kepada pekerja terakhir dilaksanakan pada 27 Januari 2021 dan diikuti oleh 31 pekerja.
- Sosialisasi *Good Corporate Governance*, Pedoman Perilaku Pedoman Gratifikasi, (GCG), *Whistle Blowing System* (WBS) tanggal 14 Juni 2022;
- Sosialisasi Sistem Manajemen Anti Penyuapan (SMAP) kepada penyedia barang dan jasa, pada tanggal 4 Agustus 2022, di mana kegiatan ini diikuti oleh 190 penyedia barang dan jasa.
- Pelatihan Sistem Manajemen Anti Penyuapan oleh HukumOnline, pada tanggal 13, 20, dan 27 September 2022.

Anti-Bribery Management System

In accordance with Code of Conduct, Pertamina Lubricants for any reason cannot tolerate any form of corruption. Corrupt acts may include bribery, embezzlement, extortion, fraudulent acts, conflict of interest in procurement, and gratuities. The Company is committed not to be involved in acts of corruption. This commitment is realized by implementing an Anti-Bribery Management System (ABMS) based on SNI ISO 37001:2016, as well as the Anti-Bribery Management System Guidelines No. A-101/PL0010/2021-S9.

Gratification Control Management

The Company applies Gratification Policy by ratifying the Gratification Guidelines No. A-009/PL0010/2019-S9, and establishing a Gratification Control Unit (UPG) under the Corporate Secretary Function. UPG is responsible for compliance and implementation of the provisions on gratification reporting within Pertamina Lubricants.

During 2022, there were no gratifications reported to the Company. Meanwhile, gratification items reported before 2022 are displayed in the gratification cabinet and the employees concerned received appreciation for their integrity.

Anti-Corruption Training and Dissemination [205-2]

Pertamina Lubricants ISO 37001:2016 Anti-Bribery Management System (SMAP) certification and Anti-Bribery Management System Guideline No. A-101/PL0010/2021-S0 R0 have been uploaded in Pertamina Lubricants' K2EB portal system and can be accessed by all employees. In addition, the Company has also broadcasted via email to employees regarding the New Pertamina Lubricants Clean Policy which conveys the anti-bribery commitment within Pertamina Lubricants.

The Company socializes policies related to the Gratification Guidelines to all employees, including:

- ISO 37001: 2016 Anti-Bribery Management System (SMAP) training for employees, lastly held on January 27, 2021 and attended by 31 employees.
- Dissemination of Good Corporate Governance, Code of Conduct Gratification Guidelines, (GCG), Whistle Blowing System (WBS), held on June 14, 2022;
- Dissemination of Anti-Bribery Management System (SMAP) to goods and service providers, on August 4, 2022, attended by 190 goods and service providers.
- Anti-bribery Management System Training by HukumOnline, on September 13, 20, and 27, 2022.

KEBIJAKAN ANTI PERSAINGAN, ANTI TRUST, DAN ANTI MONOPOLI

Policies for Anti-Competition, Anti-Trust, and Anti-Monopoly

Perusahaan berkomitmen untuk menjalankan prinsip GCG dengan penerapan *best practice*, salah satunya adalah komitmen untuk menolak anti-trust dan monopoli, meskipun Perusahaan menjadi bagian dari Holding BUMN Migas. Selama tahun 2022, tidak terdapat upaya hukum terhadap perilaku anti-persaingan, praktik anti-trust dan monopoli, maupun adanya putusan hakim atas upaya hukum terhadap perilaku anti-persaingan, praktik anti-trust dan monopoli [206-1].

The Company is committed to implementing GCG principles with best practices, one of which is the commitment to refuse anti-trust and monopoly, even though the Company is part of SOE Oil and Gas Holding. During 2022, there were no legal efforts against anti-competitive behavior, anti-trust practices and monopoly, nor a judge's decision on legal efforts against anti-competitive behavior, anti-trust practices and monopoly [206-1].

LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

State Officials' Wealth Report (LHKPN)

Pertamina Lubricants merupakan anak perusahaan dari *Subholding Commercial & Trading*, PT Pertamina Patra Niaga, dan menjadi bagian dari Holding BUMN Migas, PT Pertamina (Persero). Dengan demikian pejabat perusahaan di lingkungan Pertamina Lubricants berkewajiban memenuhi ketentuan penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), yang diatur dalam Undang-undang No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme.

Pada tahun 2022 terdapat 113 (seratus tiga belas) pejabat Perusahaan yang wajib menyampaikan LHKPN, dengan realisasi hingga 31 Desember 2022 sebanyak 113 (seratus tiga belas) pejabat Perusahaan atau 100% (seratus persen) telah menyampaikan LHKPN.

Pertamina Lubricants is a subsidiary of Commercial & Trading Subholding, PT Pertamina Patra Niaga, and is part of SOE Oil and Gas Holding, PT Pertamina (Persero). Thus, officials within Pertamina Lubricants are obliged to comply with the provisions of submitting the State Officials' Wealth Report (LHKPN), which is regulated in Law No. 28 of 1999 concerning State Officials who are Clean and Free from Corruption, Collusion and Nepotism.

In 2022, there were 113 (one hundred thirteen) Company officials required to submit LHKPN, with the realization until December 31, 2022 as many as 113 (one hundred thirteen) Company officials or 100% (one hundred percent) have submitted LHKPN.

KONTRIBUSI POLITIK

Political Contribution

Sebagai pelaku usaha yang berupaya mengelola kegiatan operasi dan bisnisnya dengan berdasarkan pada prinsip GCG, Pertamina Lubricants tidak terlibat dalam kontribusi politik dalam bentuk apa pun. Seluruh kegiatan operasi dan bisnis yang dijalankan mengacu kepada peraturan dan perundang-undangan yang berlaku di Indonesia [415-1].

As a business practitioner that strives to manage its operations and business activities based on GCG principles, Pertamina Lubricants is not involved in any form of political contribution. All operations and business activities are conducted in accordance with the prevailing laws and regulations in Indonesia [415-1].

KEBIJAKAN PENGADAAN BARANG DAN JASA

Goods and Services Procurement Policy

A. KEBIJAKAN UMUM PENGADAAN BARANG/JASA

1. Memperoleh Barang/Jasa yang diperlukan untuk kegiatan Perusahaan secara efektif dan efisien sesuai ketentuan yang berlaku;
2. Pemenuhan kebutuhan Barang/Jasa dengan mengutamakan Sinergi dengan PT Pertamina (Persero), Anak Perusahaan, Anak Perusahaan Pertamina, Perusahaan Terafiliasi Pertamina, BUMN selain Pertamina, Anak Perusahaan BUMN selain Pertamina, Perusahaan Terafiliasi BUMN selain Pertamina dalam rangka meningkatkan efisiensi usaha atau perekonomian;
3. Dalam hal Pelaksana Kontrak bukan merupakan Anak Perusahaan Pertamina/ Perusahaan Terafiliasi Pertamina, maka diupayakan untuk memaksimalkan penggunaan produk yang dihasilkan oleh Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina oleh Pelaksana Kontrak serta pemanfaatan kompetensi dari Anak Perusahaan Pertamina/Perusahaan Terafiliasi dalam mendukung pelaksanaan pekerjaan sebagaimana tertuang dalam Kontrak;
4. Mempercepat proses dan pengambilan keputusan dalam Pengadaan Barang/Jasa;
5. Meningkatkan profesionalisme, kemandirian dan tanggung jawab sejak tahap Perencanaan, Persiapan, Pemilihan Penyedia dan Manajemen Kontrak;

A. GENERAL POLICY ON PROCUREMENT OF GOODS/ SERVICES

1. Obtaining Goods/Services needed for the Company's activities effectively and efficiently in accordance with applicable regulations;
2. Fulfillment of Goods/Services needs by prioritizing Synergy with PT Pertamina (Persero), Subsidiaries, Subsidiaries of Pertamina, Affiliated Companies of Pertamina, SOEs other than Pertamina, Subsidiaries of SOEs other than Pertamina, Affiliated Companies of SOEs other than Pertamina in order to improve business or economic efficiency;
3. In the event that the Contract Executor is not a Pertamina Subsidiary/Pertamina Affiliated Company, it shall strive to maximize the use of products produced by Pertamina Subsidiaries/Pertamina Affiliated Companies by the Contract Executor as well as the utilization of competencies from Pertamina Subsidiaries/Affiliated Companies in supporting the implementation of work as stated in the Contract;
4. Accelerate the process and decision making in the Procurement of Goods/Services;
5. Increase professionalism, independence and responsibility from the Planning, Preparation, Provider Selection and Contract Management stages;

6. Pelaksanaan strategi Pengadaan Barang/Jasa yang efektif dan efisien;
7. Mendorong Konsolidasi rencana kebutuhan Barang/Jasa dalam rangka pelaksanaan sentralisasi dan pengadaan bersama (*joint Procurement*) di lingkungan Pertamina Grup;
8. Pemenuhan kebutuhan Barang/Jasa dengan mengutamakan produk Dalam Negeri sepanjang kualitas, waktu, harga, dan tujuannya dapat dipertanggungjawabkan;
9. Pemanfaatan/optimalisasi penggunaan teknologi informasi dalam kegiatan Pengadaan Barang/Jasa.

B. PRINSIP DASAR PENGADAAN BARANG/JASA

Pengadaan Barang/Jasa wajib menerapkan prinsip-prinsip sebagai berikut:

1. **Adil**, berarti memberikan perlakuan yang sama bagi seluruh Penyedia Barang/Jasa, Calon Peserta Pemilihan, Peserta Pemilihan yang memenuhi syarat;
2. **Akuntabel**, berarti harus mencapai sasaran dan dapat dipertanggungjawabkan sehingga menjauhkan dari potensi penyalahgunaan dan penyimpangan;
3. **Efektif**, berarti Pengadaan Barang/Jasa harus sesuai dengan kebutuhan yang telah ditetapkan dan memberikan manfaat yang sebesar-besarnya sesuai dengan sasaran yang ditetapkan;
4. **Efisien**, berarti Pengadaan Barang/Jasa harus diusahakan untuk mendapatkan hasil yang optimal dan terbaik dalam waktu yang cepat dengan menggunakan dana, daya, fasilitas seminimal mungkin secara wajar dan bukan hanya didasarkan pada harga terendah serta dapat dipertanggungjawabkan;
5. **Integritas**, berarti pelaksana Pengadaan Barang/Jasa harus berkomitmen penuh untuk memenuhi etika pengadaan;
6. **Kehati-hatian**, berarti senantiasa memperhatikan atau patut menduga terhadap informasi atau tindakan atau bentuk apapun sebagai langkah antisipasi untuk menghindari kerugian material dan imaterial terhadap Pertamina selama proses Pengadaan Barang/Jasa;
7. **Kemandirian**, berarti suatu keadaan dimana Pengadaan Barang/Jasa dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun;
8. **Kompetitif**, berarti Pengadaan Barang/Jasa harus terbuka bagi Calon Peserta Pemilihan/Peserta Pemilihan yang memenuhi persyaratan dan dilakukan melalui persaingan yang sehat di antara Calon Peserta Pemilihan/Peserta Pemilihan yang setara dan memenuhi syarat/kriteria tertentu berdasarkan ketentuan dan prosedur yang jelas dan transparan;
9. **Transparan**, berarti semua ketentuan dan informasi mengenai Pengadaan Barang/Jasa, termasuk antara lain syarat administrasi, syarat teknis, syarat komersial, tata cara evaluasi, sifatnya terbuka bagi Calon Peserta Pemilihan/Peserta Pemilihan yang berminat.

6. Implementing an effective and efficient Goods/Services Procurement strategy;
7. Encourage the consolidation of Goods/Services requirement plans in the context of centralization and joint procurement within Pertamina Group;
8. Fulfillment of Goods/Services needs by prioritizing domestic products as long as the quality, time, price, and purpose can be accounted for;
9. Utilization/optimization of the use of information technology in Goods/Services Procurement activities.

B. BASIC PRINCIPLES OF GOODS/SERVICES PROCUREMENT

Procurement of Goods/Services shall apply the following principles:

1. **Fair**, which means providing equal treatment for all qualified Goods/Services Providers, Prospective Election Participants, Election Participants;
2. **Accountable**, means that it must achieve targets and be accountable so as to keep away from potential abuse and irregularities;
3. **Effective**, means that the Goods/Services Procurement must be in accordance with the predetermined needs and provide the maximum benefit in accordance with the specified objectives;
4. **Efficient**, means that the Procurement of Goods/Services must strive to get the optimal and best results in a short time by using the minimum funds, resources, facilities reasonably and not only based on the lowest price and can be accounted for;
5. **Integrity**, meaning that the executor of Goods/Services Procurement must be fully committed to fulfilling procurement ethics;
6. **Prudence**, means always paying attention to or reasonably suspecting information or actions or any form as an anticipatory step to avoid material and immaterial losses to Pertamina during the Goods/Services Procurement process;
7. **Independence**, means a situation where the Procurement of Goods/Services is managed professionally without conflict of interest and influence/pressure from any party;
8. **Competitive**, means that the Goods/Services Procurement must be open to Prospective Eligible Participants/Selection Participants who meet the requirements and conducted through fair competition among Prospective Eligible Participants/Selection Participants who are equal and meet certain requirements/criteria based on clear and transparent provisions and procedures;
9. **Transparent**, means that all provisions and information regarding the Goods/Services Procurement, including administrative requirements, technical requirements, commercial requirements, evaluation procedures, are open to interested Prospective Election Participants/ Election Participants.

C. ETIKA PENGADAAN BARANG/JASA

Semua Pihak yang terlibat dalam Pengadaan Barang/Jasa harus mematuhi etika sebagai berikut:

1. Melaksanakan tugas secara tertib, disertai rasa tanggung jawab untuk mencapai sasaran, kelancaran, dan ketepatan tujuan Pengadaan Barang/Jasa;
2. Bekerja secara profesional, mandiri, dan menjaga kerahasiaan informasi yang menurut sifatnya harus dirahasiakan untuk mencegah penyimpangan dalam kegiatan Pengadaan Barang/Jasa;
3. Tidak saling mempengaruhi baik langsung maupun tidak langsung yang berakibat persaingan usaha tidak sehat;
4. Menerima dan bertanggung jawab atas segala keputusan yang ditetapkan sesuai dengan kesepakatan tertulis pihak yang terkait;
5. Menghindari dan mencegah pemborosan dan kebocoran keuangan Pertamina Lubricants;
6. Tidak menerima, tidak menawarkan, atau tidak menjanjikan untuk memberi atau menerima hadiah, imbalan, komisi, rabat, dan apa saja dari atau kepada siapapun yang diketahui atau patut diduga berkaitan dengan Pengadaan Barang/Jasa.
7. Menghindari dan mencegah penyalahgunaan wewenang dan/atau kolusi;
8. Menghindari dan mencegah terjadinya pertentangan kepentingan pihak yang terkait, baik secara langsung maupun tidak langsung, yang berakibat persaingan usaha tidak sehat dalam Pemilihan Penyedia Barang/Jasa.

Pertentangan kepentingan sebagaimana tersebut diatas, antara lain:

1. Direksi, Dewan Komisaris, atau personel inti pada suatu Badan Usaha, merangkap sebagai Direksi, Dewan Komisaris, atau personel inti pada Badan Usaha lain yang mengikuti Pemilihan Penyedia yang sama;
2. Pengurus/Manajer Koperasi merangkap sebagai Tim Registrasi/Pekerja Fungsi *Procurement* (Pengadaan)/ Tim Tender/Pekerja Fungsi Peminta Pengadaan/ Pejabat Berwenang FPP yang secara langsung terlibat dalam pelaksanaan Pengadaan Barang/Jasa di lingkungan Pertamina Lubricants yang melibatkan koperasi tersebut;
3. Tim Registrasi/Pekerja Fungsi *Procurement* (Pengadaan)/ Tim Tender/Pekerja FPP/Pejabat Berwenang FPP baik langsung maupun tidak langsung mengendalikan atau menjalankan Badan Usaha/selaku Penyedia Perseorangan yang mengikuti kegiatan Pemilihan Penyedia;

C. ETHICS OF GOODS/SERVICES PROCUREMENT

All parties involved in the Goods/Services Procurement must comply with the following ethics:

1. Carry out tasks in an orderly manner, accompanied by a sense of responsibility to achieve the goals, smoothness, and accuracy of the Goods/Services Procurement objectives;
2. Work professionally, independently, and maintain the confidentiality of information that by its nature must be kept confidential to prevent irregularities in the Goods/Services Procurement activities;
3. Not influencing each other directly or indirectly which results in unfair business competition;
4. Accept and be responsible for all decisions made in accordance with the written agreement of the relevant parties;
5. Avoid and prevent waste and leakage of Pertamina Lubricant's finances;
6. Not accepting, not offering, or not promising to give or receive gifts, rewards, commissions, rebates, and anything from or to anyone who is known or suspected to be related to the Procurement of Goods/Services.
7. Avoid and prevent abuse of authority and/or collusion;
8. Avoiding and preventing conflicts of interest of related parties, either directly or indirectly, which result in unfair business competition in the Selection of Goods/ Services Providers.

Conflicts of interest as mentioned above, among others:

1. Board of Directors, Board of Commissioners, or key personnel at a Business Entity, concurrently serve as Board of Directors, Board of Commissioners, or key personnel at other Business Entities participating in the same Provider Selection;
2. The Management/Cooperative Manager concurrently serves as the Registration Team/Procurement Function Worker/Tender Team/Procurement Solicitation Function Worker/Authorized Official of FPP who is directly involved in the implementation of Goods/Services Procurement within Pertamina Lubricants involving the cooperative;
3. The Registration Team/Procurement Function Worker/ Tender Team/FPP Worker/FPP Authorized Officer either directly or indirectly controls or runs a Business Entity/as an Individual Provider participating in the Provider Selection activity;

4. Konsultan Perencana/Pengawas dalam Pekerjaan Konstruksi bertindak sebagai Pelaksana Pekerjaan Konstruksi yang direncanakannya/diawasinya, kecuali dalam pelaksanaan pengadaan Pekerjaan Konstruksi Terintegrasi;
5. Konsultan Manajemen Konstruksi berperan sebagai Konsultan Perencana;
6. Beberapa Badan Usaha yang mengikuti proses Pemilihan Penyedia yang sama, dikendalikan baik langsung maupun tidak langsung oleh Pihak yang sama, dan/atau kepemilikan sahamnya lebih dari 50% (lima puluh persen) dikuasai oleh Pemegang Saham yang sama.

Ketentuan tersebut diatas dikecualikan untuk Anak Perusahaan Pertamina Lubricants, Anak Perusahaan Pertamina, Perusahaan Terafiliasi Pertamina, BUMN selain Pertamina, Anak Perusahaan BUMN selain Pertamina, dan Perusahaan Terafiliasi BUMN selain Pertamina.

4. Planner/Supervisor Consultant in Construction Work acts as the Executor of Construction Work he/she plans/supervises, except in the implementation of Integrated Construction Work procurement;
5. Construction Management Consultant acts as a Planning Consultant;
6. Several Business Entities that participate in the same Provider Selection process, are controlled either directly or indirectly by the same Party, and/or their share ownership is more than 50% (fifty percent) controlled by the same Shareholder.

The above provisions are excluded for Subsidiaries of Pertamina Lubricant, Subsidiaries of Pertamina, Affiliated Companies of Pertamina, SOEs other than Pertamina, Subsidiaries of SOEs other than Pertamina, and Affiliated Companies of SOEs other than Pertamina.

KEBIJAKAN PEMBERIAN KOMPENSASI JANGKA PANJANG BERBASIS KINERJA

Performance-based Long-Term Compensation Policy

Hingga akhir tahun 2022, Perusahaan tidak melaksanakan program kepemilikan opsi saham untuk manajemen, atau *Management Stock Option Plan* (MSOP), maupun program kepemilikan opsi saham untuk karyawan, atau *Employee Stock Option Plan* (MSOP).

Until the end of 2022, the Company did not implement a stock option ownership program for management, or *Management Stock Option Plan* (MSOP), nor a stock option ownership program for employees, or *Employee Stock Option Plan* (MSOP).

SISTEM PELAPORAN PELANGGARAN, ATAU WHISTLEBLOWING SYSTEM (WBS)

Whistleblowing System (WBS)

Whistleblowing System (WBS) menjadi bagian penting dalam penerapan GCG dalam rangka menekan pelanggaran yang mungkin terjadi. Oleh karena itu, inisiatif penerapan WBS di lingkungan Pertamina Lubricants telah dimulai oleh manajemen puncak Perusahaan dan untuk menunjukkan komitmen Perusahaan terkait penerapan prinsip GCG.

Jenis dan Ruang Lingkup Pelaporan

Pelanggaran yang dapat dilaporkan meliputi 9 (sembilan) jenis, termasuk korupsi kolusi dan nepotisme, penyuapan, benturan kepentingan, pencurian, kecurangan/*fraud* termasuk penipuan, penggelapan aset, dan pembocoran informasi, serta perbuatan yang menyimpang dari Pedoman Perilaku, pelanggaran hukum dan Peraturan Perusahaan. Pelaporan dilakukan dengan didukung data yang relevan, dan ditujukan untuk kepentingan Perusahaan.

Pengelola Whistleblowing System

Perusahaan memiliki 2 (dua) Sistem Pengaduan Pelanggaran atau WBS. Salah satu WBS dikelola mandiri oleh Pertamina Lubricants dengan pelaporan melalui surat yang ditujukan ke Tim Pengelola WBS Pertamina Lubricants. Sedangkan yang lainnya melalui sistem dari Pertamina Grup yang pengelolaan laporannya dilakukan Tim Internal Audit (Fungsi: *Investigation Audit, WBS & Fraud Prevention*) PT Pertamina (Persero).

Penyampaian dan Media Laporan Pelanggaran

Laporan dugaan pelanggaran disampaikan secara tertulis kepada Tim Pengelola WBS, dengan cara diantar langsung, atau melalui pos dan kanal lain ke alamat:

Whistleblowing System (WBS) is an important part of GCG implementation in order to suppress violations that may occur. Therefore, the initiative to implement WBS within Pertamina Lubricants has been initiated by the Company's top management and to demonstrate the Company's commitment to the implementation of GCG principles.

Types and Scope of Reporting

Reportable violations include 9 (nine) types, including corruption collusion and nepotism, bribery, conflict of interest, theft, fraud, including deception, embezzlement of assets, and leakage of information, as well as actions that deviate from the Code of Conduct, violation of laws and Company Regulations. Reporting is carried out with the support of relevant data, and is intended for the benefit of the Company.

Whistleblowing Management System

The Company has 2 (two) Whistleblowing Systems or WBS. One WBS is managed independently by Pertamina Lubricants by reporting through a letter addressed to Pertamina Lubricants WBS Management Team. While the other is through a system from Pertamina Group whose report management is carried out by Internal Audit Team (Function: *Investigation Audit, WBS & Fraud Prevention*) of PT Pertamina (Persero).

Submission and Media of Violation Reports

Reports of alleged violations are submitted in writing to the WBS Management Team, by hand delivery, or by post and other channels to the address:

Tim Pengelola WBS Pertamina Lubricants c.q. Fungsi Legal & Compliance.
Pertamina Lubricants WBS Management Team c.q. Legal & Compliance Function.
Grha Pertamina Building
Pertamax Tower 15-17th Floor
Jl. Medan Merdeka Timur No. 10
Jakarta Pusat 10110 - Indonesia
T: +62 21 3190 7190 - 7193
Situs web Perusahaan | Company website:
www.pertaminalubricants.com

Perlindungan bagi Pelapor

Perusahaan memberikan jaminan perlindungan bagi pelapor yang berani dan beritikad baik dalam menyampaikan pelanggaran. Jaminan tersebut berupa:

- Identitas pelapor dijamin kerahasiaannya;
- Perlindungan dari segala bentuk ancaman, intimidasi, atau tindakan tidak menyenangkan dari pihak manapun yang dapat dianggap sebagai tindakan balasan atas pelaporan yang telah dibuat oleh pelapor, sepanjang pelapor menjaga kerahasiaan kasus yang diadukannya kepada pihak manapun;
- Perlindungan terhadap pelapor dari segala bentuk hukuman atau sanksi dari pihak manapun yang dapat dianggap sebagai tindakan balasan atas pelaporan yang telah dibuat oleh pelapor, sepanjang pelapor tidak terbukti turut terlibat dalam perbuatan yang menyimpang/ melanggar yang diadukan tersebut;
- Pertimbangan memberi keringanan hukuman/sanksi bagi pelapor yang turut terlibat dalam masalah yang diadukan, namun bersikap kooperatif dan membantu secara signifikan proses investigasi dengan memberikan data, informasi, dokumen, dan bukti-bukti lainnya yang relevan dengan masalah yang diadukan;
- Perlindungan berlaku juga bagi pekerja yang melaksanakan klarifikasi/investigasi maupun pihak-pihak yang memberikan informasi terkait dengan pengaduan/ penyingkapan.

Jumlah Pengaduan Pelanggaran

Sepanjang tahun 2022 terdapat 1 pengaduan yang masuk dan diteima WBS dan sedang dapat proses tindak lanjut sampai saat ini.

Protection for Whistleblowers

The Company provides a guarantee of protection for whistleblowers who are brave and good faith in reporting violations. The guarantee is in the form of:

- Guarantee the confidentiality of identity of the whistleblower;
- Protection from all forms of threats, intimidation, or unpleasant actions from any party that can be considered as a countermeasure for the reporting that has been made by the whistleblower, as long as the whistleblower maintains the confidentiality of the case he/she complains to any party;
- Protection of the whistleblower from any form of punishment or sanction from any party that can be considered as a countermeasure for the report made by the whistleblower, as long as the whistleblower is not proven to have been involved in the alleged deviant/ violating act;
- Consideration of giving leniency/sanctions to whistleblower involved in the issue being complained of, but being cooperative and significantly assisting the investigation process by providing data, information, documents, and other evidence relevant to the issue being complained of;
- Protection also applies to employees carrying out clarifications/investigations as well as parties providing information related to complaints/disclosures

Number of Violation Complaints

Throughout 2022 there was 1 complaint that was received by WBS and is currently being followed up.

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MEWUJUDKAN KEBERLANJUTAN

Achieving Sustainability

STRATEGI KEBERLANJUTAN DAN UPAYA MEMBANGUN BUDAYA KEBERLANJUTAN [A.1; F.1] [2-22]

Sustainability Strategy and Efforts to Build A Culture of Sustainability

Strategi Keberlanjutan

Sebagai bagian dari kelompok usaha PT Pertamina (Persero), Perusahaan mengembangkan strategi keberlanjutan dengan menyelaraskan strategi keberlanjutan yang dikembangkan oleh PT Pertamina (Persero).

Sustainability Strategy

As part of PT Pertamina (Persero) business group, the Company develops sustainability strategy that is aligned with the sustainability strategy developed by PT Pertamina (Persero).



Masing-masing poin fokus di atas diturunkan ke dalam program inisiatif yang dapat menciptakan nilai tambah bagi seluruh pemangku kepentingan. Untuk itu, Pertamina Lubricants mengembangkan kegiatan Keberlanjutan dengan fondasi membangun visi, misi dan tata nilai yang diturunkan ke dalam berbagai kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL) yang terintegrasi ke dalam kegiatan bisnis korporasi.

Each of the focus points above is translated into initiative programs that can create added value for all stakeholders. For this reason, Pertamina Lubricants develops Sustainability activities with the foundation of building vision, mission and values that are translated into various Social and Environmental Responsibility (CSR) activities that are integrated into corporate business activities.



Dalam hal mengintegrasikan pelaksanaan Program TJSL dalam kegiatan bisnis korporasi, maka Perusahaan berkomitmen untuk:

- Memenuhi regulasi yang berlaku termasuk ISO 26000 Tahun 2010 sebagai Pedoman CSR.
- Menggunakan pendekatan *Creating Shared Value* (CSV) dalam menciptakan nilai tambah bagi masyarakat dan Perusahaan.

In terms of integrating the CSR Program in corporate business activities, the Company is committed to

- Comply with applicable regulations including ISO 26000 of 2010 as CSR Guidelines.
- Using the *Creating Shared Value* (CSV) approach in creating added value for society and the Company.

Proses Bisnis dan Model Penciptaan Nilai Menggunakan Enam Capital Business Process and Value Creation Model Using Six Capitals

INTERNAL | INTERNALS

Visi dan Misi | Risiko dan Peluang | Tata Kelola Perusahaan | Pembangunan Pengelolaan Risiko | Alokasi Sumber Daya | Kinerja Pandangan ke Depan
Vision and Mission | Risks and Opportunities | Corporate Governance | Management Risk | Allocation Source Power | Performance View to Front

Input	Proses Bisnis Business process	Output	Outcome	SDG
Modal Finansial Financial Capital - Modal Saham Rp3.413.53 miliar - Share Capital Rp3.413.53 billion - Saldo Awal Tahun Rp5.443,76 miliar Balance Beginning Year IDR 5.443,76 billion - Total Aset Rp8.606,90 - Total Assets IDR 8.606,90	Bahan baku <i>base oil</i> dan bahan aditif, diproses di Unit Produksi di Indonesia dan Thailand, dengan total kapasitas produksi 620 KL/ tahun. Produk dipasarkan domestik maupun ekspor.	- Laba Bersih: Rp1.587,03 miliar - Profit Net : IDR 1.587,03 billion - EBITDA: Rp140,2 triliun - EBITDA: IDR 140,2 triliun - Pendapatan Usaha: Rp12.834,58 miliar Income: IDR 12.834,58 billion - Dividen: Rp1.767,85 miliar - Dividend : IDR 1.767,85 billion	Penilaian Tingkat Kesehatan Perusahaan (Sehat AA) Assessment of the Company Soundness Level (Healthy AA)	
Modal Manusia People Capital - Karyawan Employee 440 - Tenaga Alih Daya Outsourced Personnel (TAD) 2.316 - Lembaga pelatihan – Integrated Lubricants Management Academy Training institute – Integrated Lubrication Management Academy (ILMA)	Material raw base oil and ingredients additives , processed in Production Units in Indonesia and Thailand, with total capacity production 620 KL / year . Product marketed domestic nor export	- Jumlah jam pelatihan 66.582 jam Total training hours 66.582 hours <i>Employee Satisfaction Indeks 77%</i> - Perjanjian Kerja Bersama (PKB) 2020-2022 Agreement PTPL Joint Work (PKB) 2020-2022	- Kepuasan dan loyalitas pekerja Satisfaction and loyalty worker - Kesetaraan kesempatan pengembangan kompetensi dan karier equality chance development competency and career	  
Modal Manufaktur Manufacturing Capital 3 Unit produksi di Indonesia 3 production units in Indonesia 1 Unit produksi di Thailand 1 production unit in Thailand 23 Unit depot supply point 23 Unit depot supply point 4 Laboratorium Penunjang 4 Laboratories Support	Produk product: - Pelumas Lubricants - Grease - Specialties	- Volume produksi 408.495 KL Production volume 408.495 KL - Volume penjualan 536.283 KL - Sales volume 536.283 KL - Jumlah pengujian Oil Clinic: 23.414 - Amount Oil Clinic testing : 23,414 - Pangsa pasar domestik 35%) share 35% *)	- Penguasaan pasar domestik - Domination of the domestic market - Menjadi 15 besar perusahaan pelumas dunia, dan pengembangan pasar ekspor - Became top 15 company world lubricants , and export market development	    
Modal Natural Natural Capital - Bahan baku: <i>base oil</i>, aditif - Material raw materials: base oil , additives - Sumber Energi: <i>compressed natural gas</i> (CNG), bahan bakar, listrik Source Energy : compressed natural gas (CNG), materials fuel , electricity - Air Water		- Konsumsi bahan baku <i>base oil</i> 336.869 MT Consumption material raw base oil 336.869 MT - Total konsumsi energi 84.535,6 GJ total consumption energy 84.535,6 GJ - Total konsumsi air 61.122 m³ Total water consumption 61.122 m³	- Optimalisasi penggunaan bahan baku Optimization use material raw - Efisiensi energi dan air Efficiency energy and water - Reduksi emisi gas rumah kaca (GRK) 263 Ton CO₂eq reduction house gas emissions glass (GHG) 263 Ton CO₂ eq	  
Modal Intelektual Intellectual Capital - Tipe/Varian Produk: pelumas, <i>grease</i>, dan lainnya Product Type /Variants: lubricants, grease , and others - Sertifikasi Produk Certification Product - Forum Inovasi & Sharing Pertamina Lubricants (DEGILUB, LIA, KOMET, LKF, dll) Pertamina Lubricants Innovation & Sharing Forum (DEGILUB, LIA, KOMET, LKF, etc.)		- Jumlah produk baru: 8 - Amount product new : 8 - Jumlah produk terdaftar SNI dan NRP 100 produk - Amount product registered SNI and NRP 100 products - Jumlah produk terdaftar NPT 289 Amount product NPT 289 registered - Jumlah gugus peserta Forum CIP 318 Amount group CIP 318 Forum participant	- Produk ramah lingkungan - Product friendly environment - Inovasi berkelanjutan - Innovation sustainable - Peningkatan <i>value creation</i> - Enhancement value creation	   
Modal Sosial dan Relasi Social and Relationship Capital - Pemerintah Government - Keanggotaan Asosiasi Pelumas Indonesia (Aspelindo) Membership Association Indonesian Lubricants (Aspelindo) - Tim Gugus Tugas CSR Group Team CSR tasks - Serikat Pekerja Pertamina Lubricants (SPPL) Union PT Pertamina Lubricants (SPPL) workers - Forum Komunikasi Media & Komunitas Otomotif Media & Community Communication Forum Automotive - Program CSR berbasis CSV CSV- based CSR program		- Penghitungan <i>Social Return of Investment</i> (SROI) 6,60 - Counting Social Return on Investment (SROI) 6,60 - Indeks Kepuasan Pelanggan (CSI) 4,34 - Index Satisfaction Customer (CSI) 4,34 - Indeks Loyalitas Pelanggan 4,17 - Index Loyalty Customers 4,17 <i>Net Promoter Score</i> +67 - Realisasi Penyaluran Dana TJSL Rp4.008,3 miliar Realisasi Penyaluran Dana TJSL Rp4.008,3 miliar	- Optimalisasi Laba Sosial Atas Investasi (<i>Social Return of Investment</i>/SROI) Optimization Profit Social On Investment (Social Return on Investment/ SROI) - Kepuasan dan loyalitas pelanggan (CSI) Satisfaction and loyalty customer (CSI) - Kepuasan/efektivitas komunikasi internal Satisfaction / effectiveness internal communication - Efektivitas CSR CSR effectiveness	

Pandemi COVID-19 | Situasi Ekonomi Makro | Bahan Baku dan Energi | Isu Lingkungan, Sosial, Tata Kelola dan Pembangunan Berkelanjutan
COVID-19 pandemic | Situation Macroeconomics | Raw Materials and Energy | Issue Environment , Social , Governance and Development Sustainable

INTERNAL | INTERNALS

PENCiptaan Nilai | VALUE CREATION

Uraian penciptaan nilai menggunakan enam modal disampaikan sesuai dengan pembahasan berdasarkan Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik, yang telah disesuaikan dengan status Pertamina Lubricants sebagai Perseroan Terbatas bukan perusahaan publik.

The description of value creation using the six capitals is presented in accordance with the discussion based on OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Report of Issuers or Public Companies, which have been adjusted to the status of Pertamina Lubricants as a Limited Liability Company, not a public company.

Modal Finansial Financial Capital

Kami mengelola *Financial Capital* dengan efisien untuk membiayai operasi, dan pengembangan usaha guna mendukung bisnis berkelanjutan, serta memberikan imbal hasil kepada pemegang saham dan manfaat kepada pemangku kepentingan lain. Selama tahun 2021, Pertamina Lubricants juga telah memanfaatkan insentif perpajakan untuk Wajib Pajak terdampak pandemi COVID-19 berdasarkan PMK No 110/PMK.03/2020 dengan nilai sebesar Rp0,63 miliar, serta memanfaatkan fasilitas perpajakan berupa pembebasan Pajak Pertambahan Nilai (PPN) dan bea masuk atas impor mesin dengan nilai pembebasan sebesar Rp12,73 miliar.

We manage Financial Capital efficiently to finance operations and business development to support a sustainable business, as well as provide returns to shareholders and benefits to other stakeholders. During 2021, Pertamina Lubricants has also taken advantage of tax incentives for taxpayers affected by the COVID-19 pandemic based on PMK No 110/PMK.03/2020 with a value of Rp0.63 billion, and utilized tax facilities in the form of exemption from Value Added Tax (VAT) and import duty on imported machinery with an exemption value of Rp12.73 billion.

Modal Manusia Human Capital

Sumber daya manusia merupakan aset penting bagi Perusahaan. Kami merekrut individu-individu unggul dengan kompetensi dan dedikasi terbaik untuk menjalankan bisnis yang berkelanjutan.

1. *Hypetalk: Rebranding Ngopi* (ngobrol penuh inspirasi), *sharing session* dari narasumber internal maupun eksternal membahas isu kekinian.
2. Pengesahan dan Sosialisasi Perjanjian Kerja Bersama Pertamina Lubricants Periode 20 Maret 2020;
3. Penyesuaian Perhitungan Kompensasi dan *Benefit* Pekerja (Gaji, THRK, Tunjangan, dll).
4. Pelaksanaan *assessment* SLAS, OLAS dan PLAS untuk pekerja PWTT sesuai PRL masing-masing.

Human capital is an important asset for the Company. We recruit superior individuals with the best competencies and dedication to run a sustainable business.

1. Hypetalk: Rebranding Ngopi (Ngobrol Penuh Inspirasi/inspirational chat), sharing session from internal and external sources discussing current issues.
2. Ratification and Dissemination of Work Agreements with Pertamina Lubricants for the period of 2020-2022 on March 20, 2020;
3. Adjustments to the Calculation of Employee Compensation and Benefits (Salaries, THRK, Allowances, etc.).
4. Implementation of SLAS, OLAS and PLAS assessments for PWTT employees according to their respective PRLs.

Modal Manufaktur Manufactured Capital

Kami terus melakukan investasi berkelanjutan untuk pengembangan fasilitas produksi dan jaringan distribusi, guna mendukung penguatan dan penguasaan pasar domestik maupun internasional.

1. Meningkatkan Kapasitas dan Modernisasi Fasilitas Produksi dan Pergudangan;
2. Terus berinovasi dalam melakukan pengembangan produk baru maupun varian-varianya;
3. Program Kemitraan dengan Lembaga Keuangan dalam rangka memberikan fasilitas *financing* untuk kegiatan bisnis perusahaan dari hulu hingga hilir (kepada *Supplier*, Vendor, Distributor maupun *Outlet*);
4. Mengembangkan aplikasi/program/sistem baru yang berbasis pada prinsip digitalisasi untuk mengoptimalkan kegiatan operasional dan pelayanan Perusahaan;
5. Pengembangan Jaringan Distributor dan *Outlet* serta program Revitalisasi *Outlet Own Channel*;
6. Berkomitmen penuh untuk menjalankan program-program kemitraan dan pengembangan masyarakat melalui program CSR yang berbasis pada CSV;
7. Implementasi dan Sertifikasi Standar IATF 16949:2016 untuk optimalisasi dan peningkatan kinerja bisnis dan operasional perusahaan.

We continue to make sustainable investments for the development of production facilities and distribution networks, in order to support the strengthening and control of domestic and international markets.

1. Increasing Capacity and Modernizing Production and Warehousing Facilities;
2. Continue to innovate in developing new products and their variants;
3. Partnership Program with Financial Institutions in order to provide financing facilities for the company's business activities from upstream to downstream (to Suppliers, Vendors, Distributors and Outlets);
4. Develop new applications/programs/systems based on digitization principles to optimize the Company's operational activities and services;
5. Development of Distributor and Outlet Networks and Revitalization Program for Own Channel Outlets;
6. Fully committed to implementing partnership and community development programs through CSR programs based on CSV;
7. Implementation and Certification of IATF Standard 16949:2016 for performance optimization and improvement

Modal Intelektual Intellectual Capital

Produk terlisensi dan inovasi berkelanjutan menjadi keunggulan kompetitif dalam memenangkan persaingan pasar, serta memberikan jaminan kualitas produk Pertamina Lubricants bagi pelanggan.

Licensed products and continuous innovation are competitive advantages in winning market competition, as well as guaranteeing the quality of Pertamina Lubricants products for customers.

Modal Alam dan Lingkungan Natural and Environmental Capital

Kami menggunakan air dan energi dari bahan bakar fosil, gas serta listrik untuk memproses bahan dasar *base oil* menjadi produk pelumas, serta mengelola limbah yang ditimbulkan dan meminimalkan dampak terhadap lingkungan.

We use water and energy from fossil fuels, gas and electricity to process base oil into lubricants products, as well as manage the waste generated and minimize the impact on environment.

Modal Sosial dan Relasi Social and Relationship Capital

Kami membangun hubungan dengan pemangku kepentingan untuk memastikan kesinambungan bisnis, dan berkomitmen memenuhi kebutuhan para pemangku kepentingan. Kami telah melaksanakan 89 program CSR dengan realisasi dana CSR sebesar Rp6,77 miliar.

We build relationships with stakeholders to ensure business continuity, and are committed to meeting the needs of stakeholders. We have carried out 89 CSR programs with the realization of CSR funds amounting to Rp6.77 billion.

Membangun Budaya Keberlanjutan

Visi, misi dan tata nilai Perusahaan diperkenalkan sejak rekrutmen dan secara terus menerus diinternalisasikan dalam beragam kegiatan Perusahaan. Untuk dapat menginternalisasi prinsip dan program keberlanjutan, Perusahaan mengembangkan serangkaian kegiatan yang melibatkan karyawan, mulai dari sosialisasi, upaya membangun kesadaran melalui pelatihan, hingga kegiatan aksi yang dapat memberikan pemahaman tentang keberlanjutan.

Di tahun 2022, Perusahaan melakukan kegiatan pembekalan dengan tema “*Monitoring Evaluation & Coaching CDO & Tim CSR PTPL 2022*”. Tak hanya itu, pada 7-9 Juni 2022 Perusahaan menggelar Rapat Koordinasi TJSL dengan tema “Orientasi & Koordinasi Pelaksanaan TJSL PTPL Bersama dengan *Subholding C&T*”. Sinergi dan transformasi pelaksanaan TJSL ini dilakukan dalam rangka mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB) melalui program berbasis Lingkungan, Sosial dan Tata Kelola (LST).

Pada aspek Keamanan, Kesehatan, dan Keselamatan kerja (K3), tentunya sebagai bagian dari kelompok usaha Pertamina, Perusahaan terus berupaya meningkatkan kesadaran karyawan dan seluruh pemangku kepentingan yang terlibat dalam rantai bisnis Perusahaan untuk mewujudkan pemenuhan K3.

Building a Culture of Sustainability

Vision, mission and corporate values are introduced since recruitment and continuously internalized in a variety of Company activities. To be able to internalize sustainability principles and programs, the Company develops a series of activities involving employees, ranging from outreach, efforts to build awareness through training, to action activities that can provide an understanding of sustainability.

In 2022, the Company organized training activities with the theme “*Monitoring Evaluation & Coaching CDO & PTPL CSR Team 2022*”. Not only that, on June 7-9, 2022 the Company held a CSR Coordination Meeting with the theme “Orientation & Coordination of PTPL CSR Together with Subholding C&T”. The synergy and transformation of CSR implementation is carried out in order to support the achievement of Sustainable Development Goals (SDG) through Environmental, Social and Governance (LST) based programs.

In the Occupational Safety, Health and Safety (OHS) aspect, as part of Pertamina business group, the Company certainly continues to increase the awareness of employees and all stakeholders involved in the Company’s business chain to realize OHS compliance.

TATA KELOLA KEBERLANJUTAN

Sustainability Governance

INFORMASI TENTANG PENANGGUNG JAWAB PELAKSANAAN KINERJA KEBERLANJUTAN [E.1]

Hingga akhir tahun 2022, Pertamina Lubricants belum membentuk unit yang bertanggung jawab dalam pemantauan program keberlanjutan di lingkup Perusahaan. Perencanaan dan pelaksanaan atas kegiatan keberlanjutan dikelola langsung oleh Direksi dengan pengawasan dari Dewan Komisaris dan arahan dari aspirasi pemegang saham.

PENGEMBANGAN KOMPETENSI TERKAIT KEBERLANJUTAN [E.2]

Sepanjang tahun 2022, Dewan Komisaris dan Direksi selaku pihak yang bertanggung jawab terhadap penerapan keberlanjutan di lingkup Pertamina Lubricants telah mengikuti sejumlah kegiatan pengembangan kompetensi untuk memperkuat penerapan keberlanjutan di lingkup Perusahaan.

Tema/Judul Pelatihan Theme/Title of Training	Tempat dan Tanggal Place and Date	Penyelenggara Organizer
<i>In House Training of The Environmental, Social, and Governance (ESG) Reporting with An International and National Standard Approach</i>	6-7 Juli 2022, Jakarta July 6-7, 2022, Jakarta	Karisman Consulting

PENILAIAN RISIKO ATAS PENERAPAN KEBERLANJUTAN [E.3] [201-2]

Sebagaimana telah disampaikan pada bab “Tata Kelola Perusahaan” bagian “Manajemen Risiko”, Pertamina Lubricants memiliki sistem manajemen risiko mencakup pedoman dan kebijakan, struktur organisasi pengelola risiko, profil dan jenis risiko serta mitigasinya, dan tinjauan atas efektivitas sistem manajemen risiko yang dilakukan secara berkala.

Di tahun 2022, Perusahaan belum memiliki pemetaan risiko untuk aspek lingkungan. Pemetaan risiko, sebagaimana juga tercermin dari jenis-jenis risiko serta *Key Performance Indicator* (KPI) korporat, mencakup pemetaan atas hasil kinerja operasi/produk dan pemasaran serta keuangan, fokus pada pelanggan, proses internal, investasi, pemantauan hasil audit internal dan eksternal, *HSSE Management System Performance* yang mencakup K3, hingga kecelakaan kerja. Ke depan, aspek lingkungan akan menjadi pertimbangan untuk dapat terintegrasi dalam sistem manajemen risiko dan KPI korporat Pertamina Lubricants.

INFORMATION ON UNIT IN CHARGE FOR THE IMPLEMENTATION OF SUSTAINABILITY PERFORMANCE [E.1]

Until the end of 2022, Pertamina Lubricants has not yet formed a unit responsible for monitoring the sustainability program within the Company. Planning and implementation of sustainability activities are managed directly by the Board of Directors with supervision from the Board of Commissioners and direction from the aspirations of shareholders.

COMPETENCY DEVELOPMENT RELATED TO SUSTAINABILITY [E.2]

Throughout 2022, Board of Commissioners and Board of Directors as the parties responsible for implementing sustainability within Pertamina Lubricants have participated in a number of competency development activities to strengthen the implementation of sustainability within the Company.

RISK ASSESSMENT OF SUSTAINABILITY IMPLEMENTATION [E.3] [201-2]

As stated in the “Corporate Governance” chapter in “Risk Management” section, Pertamina Lubricants has a risk management system that includes guidelines and policies, risk management organizational structure, profile and types of risks and their mitigation, and regular reviews of the effectiveness of risk management system.

In 2022, the Company did not yet have risk mapping for environmental aspects. Risk mapping, as also reflected in the types of risks and corporate Key Performance Indicators (KPI), includes mapping of operational/products and marketing and financial performance results, customer focus, internal processes, investment, monitoring of internal and external audit results, HSSE Management System Performance which includes OHS, to work accidents. In the future, environmental aspects will be considered to be integrated into Pertamina Lubricants’ risk management system and corporate KPIs.



PERMASALAHAN DAN PENGARUHNYA TERHADAP PENERAPAN KEBERLANJUTAN [E.5]

Perkembangan keberlanjutan tentunya harus didasari pada kesadaran seluruh Insan Perusahaan akan definisi, lingkup, dan implementasi serta evaluasi atas kegiatan keberlanjutan yang dilakukan. Tahapan ini masih menjadi kerangka pengembangan keberlanjutan yang akan dilakukan Perusahaan di masa mendatang, termasuk diantaranya membentuk unit yang khusus bertanggung jawab dalam mengawasi dan mengevaluasi pengembangan program keberlanjutan di lingkup Pertamina Lubricants.

PROBLEMS AND THEIR IMPACT ON THE IMPLEMENTATION OF SUSTAINABILITY [E.5]

The development of sustainability must certainly be based on the awareness of all Company people regarding the definition, scope and implementation as well as evaluation of the sustainability activities carried out. This stage is still the framework for sustainable development that will be carried out by the Company in the future, including forming a unit that is specifically responsible for overseeing and evaluating the development of sustainability programs within the scope of Pertamina Lubricants.

TANGGUNG JAWAB TERHADAP KELANGSUNGAN LINGKUNGAN HIDUP

Responsibility for Environmental Sustainability

Pentingnya Pengelolaan Lingkungan Hidup bagi Pertamina Lubricants

Sebagai bagian dari kelompok usaha Pertamina yang berupaya mewujudkan “Green Energy”, Pertamina Lubricants terlibat aktif dalam berbagai program dan agenda dalam upaya menjaga kelangsungan lingkungan hidup. Pertamina Lubricants mengelola modal natural secara efisien melalui penerapan penilaian daur hidup atau *Life Cycle Assessment* (LCA) dan mengurangi jejak lingkungan. Upaya yang dilakukan selama tahun 2022 menjadikan proses bisnis yang dijalankan dapat menciptakan nilai bagi keberlangsungan Perusahaan, dan dukungan pada pelestarian alam.

Perusahaan berkomitmen menerapkan LCA pada seluruh unit kerja, dan rantai bisnis dengan pemasok/*vendor*/mitra kerja. Fokus penerapan LCA meliputi efisiensi pemakaian material, energi, dan air, serta pengendalian emisi GRK termasuk pengelolaan efluen dan limbah. Penerapan LCA merujuk pada standar ISO 14040: 2006 yang diadopsi menjadi SNI ISO 14040:2016, serta ISO 14044:2006 yang diadopsi menjadi SNI ISO 14044:2017, yang dilaporkan berkala kepada manajemen maupun pihak-pihak berwenang termasuk Kementerian Lingkungan Hidup dan Kehutanan (KLHK) sebagai bagian penerapan PROPER. Perusahaan juga melibatkan pemangku kepentingan lain dalam penerapan LCA, termasuk pekerja, masyarakat maupun pihak berwenang.

Pertamina Lubricants telah melakukan kajian LCA pada tahun 2022 di *Production Unit* Cilacap dan Gresik. Penilaian merujuk pada standar ISO 14040:2006 yang diadopsi menjadi SNI ISO 14040:2016 serta ISO 14044:2006 yang diadopsi menjadi SNI ISO 14044:2017. Berdasarkan laporan Kajian LCA tersebut diperoleh hasil:

1. Potensi dampak lingkungan yang ditimbulkan dari proses produksi listrik Pertamina Lubricants – Production Unit Gresik dan Cilacap pada masing-masing titik daur hidupnya adalah sebagai berikut:
 - Titik *cradle*: Green house gases (GHG) atau *global warming potential* (GWP), potensi penipisan ozon, potensi hujan asam, potensi eutrofikasi, *photochemical oxidation*, penurunan abiotik (fosil dan non fosil), penurunan biotik, karsinogenik, *toxicity*, *water footprint*, dan *land use change*.

The Importance of Environmental Management for Pertamina Lubricants

As part of Pertamina business group which seeks to realize “Green Energy”, Pertamina Lubricants is actively involved in various programs and agendas in the efforts to maintain environmental sustainability. Pertamina Lubricants manages natural capital efficiently through Life Cycle Assessment (LCA) and reduces environmental footprint. Efforts made in 2022 enabled the business processes carried out to create value for the sustainability of the Company, and support for nature conservation.

The Company is committed to applying LCA in all work units, and business chain with suppliers/vendors/work partners. The focus of LCA includes efficiency in the use of materials, energy and water, as well as GHG emission control including effluent and waste management. The application of LCA refers to ISO 14040: 2006 standard which was adopted to become SNI ISO 14040: 2016, and ISO 14044: 2006 which was adopted to become SNI ISO 14044: 2017, and reported periodically to management and the authorities including the Ministry of Environment and Forestry (KLHK)) as part of PROPER implementation. The Company also involves other stakeholders in LCA implementation, including employees, communities and authorities.

Pertamina Lubricants has conducted LCA study in 2022 at Cilacap and Gresik Production Units. The assessment refers to ISO 14040:2006 standard which was adopted to become SNI ISO 14040:2016 and ISO 14044:2006 which was adopted to become SNI ISO 14044:2017. Based on the LCA Study report, the following results were obtained:

1. The potential environmental impacts arising from the electricity production process of Pertamina Lubricants – Gresik and Cilacap Production Unit at each point of their life cycle are as follows:
 - Cradle point: Green house gases (GHG) or global warming potential (GWP), ozone depletion potential, acid rain potential, eutrophication potential, *photochemical oxidation*, abiotic reduction (fossil and non-fossil), biotic reduction, carcinogenic, toxicity, water footprint, and land use change.

- Titik *gate*: *Green house* gases (GHG) atau *global warming potential* (GWP), potensi penipisan ozon, potensi hujan asam, potensi eutrofikasi, *photochemical oxidation*, *toxicity*, *water footprint*, *land use change*, dan *cumulative energy demand*.
- 2. Potensi perbaikan lingkungan dapat dilakukan pada unit proses Boiler. Hal ini berkaitan dengan data emisi yang dihasilkan unit proses tersebut, konsumsi energi baik listrik maupun bahan bakar, dan penggunaan air laut.
- 3. Inventarisasi data telah dilakukan dan dihimpun agar dapat digunakan untuk pembuatan *database* LCA nasional dari proses akuisisi bahan baku, produksi, dan distribusi yang meliputi data *input* (bahan baku, konsumsi air, masukan energi, bahan kimia, dan lain-lain) dan data *output* (produk, produk samping, dan limbah, termasuk emisi udara, air, dan tanah).
- 4. Kajian LCA ini dapat digunakan sebagai tahap awal kajian LCA agar selanjutnya dapat dilakukan kajian LCA yang lebih komprehensif sesuai dengan ketentuan yang telah ditetapkan untuk melakukan deklarasi produk ramah lingkungan (*Environmental Product Declarations-Share Environmental Metrics of Products to Customer*).

Sebagai dukungan pada penerapan LCA, selama periode pelaporan Perusahaan melakukan pengelolaan penggunaan sumber daya alam. Tujuannya untuk meminimalkan dampak terhadap lingkungan dari setiap tahapan proses bisnis yang dijalankan, dan menciptakan nilai yang dapat meningkatkan manfaat berkelanjutan bagi Pertamina Lubricants maupun pemangku kepentingan.

Pertamina Lubricants juga menetapkan pengelolaan lingkungan sebagai salah satu Indikator Kinerja Utama (KPI) dari Fungsi HSSE dan Unit Lokasi Produksi yang bertanggung jawab atas pengelolaan lingkungan. Melalui pemenuhan tanggung jawab sosial, Perusahaan juga melibatkan masyarakat, lembaga swadaya masyarakat, maupun pemangku kepentingan lain dalam pengelolaan limbah.

- Gatepoint: *Green house* gases (GHG) or *global warming potential* (GWP), *ozone depletion potential*, *acid rain potential*, *eutrophication potential*, *photochemical oxidation*, *toxicity*, *water footprint*, *land use change*, and *cumulative energy demand*.
- 2. Potential environmental improvements can be made to the Boiler process unit. This is related with emission data produced by the process unit, energy consumption, both electricity and fuel, and use of sea water.
- 3. Inventory of data has been carried out and compiled, hence can be used to create national LCA database of raw material acquisition, production, and distribution processes which include input data (raw materials, water consumption, energy input, chemicals, etc.) and output data (products, by-products, and waste, including air, water, and soil emissions).
- 4. This LCA study can be used as an initial stage of LCA study so that more comprehensive LCA study can be carried out in accordance with the provisions stipulated for environmental product declarations (*Environmental Product Declarations-Share Environmental Metrics of Products to Customer*).

To support the implementation of LCA, during the reporting period, the Company managed the use of natural resources. The objective is to minimize the impact on the environment from every stage of the business process carried out, and to create value that can increase sustainable benefits for Pertamina Lubricants and stakeholders.

Pertamina Lubricants also defines environmental management as one of the Key Performance Indicators (KPI) of HSSE Function and Production Location Units which are responsible for environmental management. Through the fulfillment of social responsibility, the Company also involves the community, non-governmental organizations and other stakeholders in waste management.



Target Net Zero Emission Indonesia di tahun 2060 menjadi tanggung jawab seluruh pihak, termasuk bagi Perusahaan.

Indonesia's Net Zero Emission target in 2060 is the responsibility of all parties, including the Company.

Dampak Perubahan Iklim pada Kelangsungan Usaha Perusahaan [201-2]

Pertamina Lubricants telah Menyusun dokumen *Business Continuity Plan* (BCP) sebagai bagian dari pemetaan atas potensi risiko dan ancaman lainnya terhadap Perusahaan. BCP Pertamina Lubricants disusun dengan mengikuti panduan yang tertera di standar global ISO 22301 tentang *Security and Resilience - Business Continuity Management System - Requirements*, versi ISO 22301:2019.

Dalam dokumen tersebut, Perusahaan memperhitungkan adanya potensi risiko apabila gudang, pabrik dan/atau kantor pusat tidak dapat digunakan karena bencana alam dan/atau kebakaran, dengan kategori “*High Impact*” bila dampaknya dianggap sebagai “*catastrophic*”. Dokumen BCP ini juga memberikan gambaran *procedural* jika terjadi bencana alam yang dapat terjadi sewaktu-waktu, baik itu banjir, gempa bumi, maupun bencana alam lainnya maupun kebakaran.

Di sepanjang tahun 2022, tidak terdapat kejadian bencana alam dan perubahan iklim yang berdampak terhadap kelangsungan usaha Perusahaan.

Kepatuhan terhadap Ketentuan Lingkungan Hidup

Perusahaan memastikan seluruh kegiatan manufaktur dan pemasaran yang dilakukan telah memenuhi seluruh ketentuan terkait lingkungan hidup. Peraturan-peraturan yang menjadi acuan dalam pengelolaan lingkungan adalah:

1. Undang-Undang No 11 Tahun 2020 tentang Cipta Kerja.
2. Peraturan Pemerintah No 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup.
3. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 1 tahun 2021 tentang Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup.
4. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 3 tahun 2021 tentang Standar Kegiatan Usaha pada Penyelenggaraan Perizinan Berusaha Berbasis Risiko Sektor Lingkungan Hidup dan Kehutanan.
5. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 4 tahun 2021 tentang Daftar Usaha dan/atau Kegiatan yang Wajib memiliki AMDAL.
6. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 5 tahun 2021 tentang Tata Cara Penerbitan Persetujuan Teknis dan Surat Kelayakan Operasional Bidang Pengendalian Pencemaran Lingkungan.
7. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 6 tahun 2021 tentang Tata Cara dan Persyaratan Pengelolaan Limbah Bahan Berbahaya dan Beracun.
8. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 11 tahun 2021 tentang Baku Mutu Emisi Mesin dengan Pembakaran Dalam.
9. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 16 tahun 2012 tentang Pedoman Penyusunan Dokumen Lingkungan Hidup.

Impact of Climate Change on Business Continuity of the Company [201-2]

Pertamina Lubricants has prepared a Business Continuity Plan (BCP) document as part of the mapping of potential risks and other threats to the Company. Pertamina Lubricants' BCP is prepared by following the guidelines stated in the global standard ISO 22301 concerning Security and Resilience - Business Continuity Management System - Requirements, version ISO 22301: 2019.

In this document, the Company takes into account the potential risk if the warehouse, factory and/or head office cannot be used due to natural disasters and/or fire, with the category of “High Impact” if the impact is considered “catastrophic”. This BCP document also provides a procedural description in the event of natural disaster which may occur at any time, be it a flood, earthquake or other natural disaster or fire.

Throughout 2022, there were no natural disasters and climate change that would impact the continuity of the Company's business.

Compliance with Environmental Provisions

The Company ensures that all manufacturing and marketing activities carried out comply with all provisions related to the environment. The regulations that serve as a reference in environmental management are:

1. Law No. 11 of 2020 concerning Job Creation.
2. Government Regulation No 22 of 2021 concerning Environmental Protection and Management.
3. Regulation of the Minister of Environment and Forestry No. 1 of 2021 concerning the Company Performance Rating Program in Environmental Management.
4. Regulation of the Minister of Environment and Forestry No. 3 of 2021 concerning Standards for Business Activities in the Implementation of Risk-Based Business Licensing for the Environment and Forestry Sector.
5. Regulation of the Minister of Environment and Forestry No. 4 of 2021 concerning List of Businesses and/or Activities Required to Have an AMDAL.
6. Regulation of the Minister of Environment and Forestry No. 5 of 2021 concerning Procedures for Issuing Technical Approval and Operational Feasibility Letters in Environmental Pollution Control.
7. Regulation of the Minister of Environment and Forestry No. 6 of 2021 concerning Procedures and Requirements for the Management of Hazardous and Toxic Waste.
8. Regulation of the Minister of Environment and Forestry No. 11 of 2021 concerning Quality Standards for Internal Combustion Engine Emissions.
9. Regulation of the Minister of Environment and Forestry No. 16 of 2012 concerning Guidelines for Preparing Environmental Documents.

10. Peraturan Menteri Lingkungan Hidup dan Kehutanan No P.68 Tahun 2016 tentang Baku Mutu Air Limbah Domestik.
11. Peraturan Menteri Lingkungan Hidup dan Kehutanan No P.16 Tahun 2019 tentang Baku Mutu Air Limbah.
12. Peraturan Menteri Lingkungan Hidup No 19 Tahun 2010 tentang Baku Mutu Air Limbah bagi Usaha dan/atau Kegiatan Minyak dan Gas serta Panas Bumi.
13. Peraturan Menteri Lingkungan Hidup No 7 Tahun 2007 tentang Baku Mutu Emisi Sumber Tidak Bergerak Bagi Ketel Uap.
14. Peraturan Menteri Lingkungan Hidup No 13 Tahun 2009 tentang Baku Mutu Emisi Tidak Bergerak bagi Usaha dan/atau Kegiatan Minyak Bumi.
15. Peraturan Menteri Lingkungan Hidup No 5 Tahun 2006 tentang Emisi Gas Buang Sumber Bergerak.
16. Peraturan Menteri Lingkungan Hidup No 3 Tahun 2007 tentang Fasilitas Pengumpulan dan Penyimpanan Limbah B3.
17. Peraturan Menteri Lingkungan Hidup No 14 Tahun 2013 Simbol dan label Limbah B3.
18. Peraturan Menteri Lingkungan Hidup No 3 Tahun 2008 tentang Tata cara Pemberian Simbol dan Label Limbah B3.
19. Peraturan Menteri Lingkungan Hidup No P.74 tahun 2019 tentang Program Kedaruratan Pengelolaan Bahan B3 dan Limbah B3.
20. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 19 tahun 2021 tentang Tata Cara Pengelolaan Limbah Non B3.
21. Peraturan Menteri Lingkungan No 3 Tahun 2013 tentang Audit Lingkungan Hidup.
22. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 26 Tahun 2018 tentang Dokumen Lingkungan.
23. Peraturan Menteri Kesehatan No 2 tahun 2023 tentang Kesehatan Lingkungan.
24. Peraturan Pemerintah Nomor 42 Tahun 2008 tentang Pengelolaan Sumber Daya Air.
25. Peraturan Pemerintah Nomor 43 Tahun 2008 tentang Air Tanah.
26. Peraturan Menteri Lingkungan Hidup dan kehutanan No P.5 Tahun 2018 tentang Standar dan Sertifikasi Kompetensi.
27. Peraturan Pemerintah No. 81 tahun 2012 tentang Pengelolaan Sampah Rumah Tangga dan sampah Sejenis Sampah Rumah Tangga.
28. Peraturan Pemerintah No 27 Tahun 2020 tentang Pengelolaan Sampah Spesifik.
29. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 23 Tahun 2018 tentang Kriteria Perubahan Usaha dan/atau Kegiatan dan Tata Cara Perubahan Izin Lingkungan.
30. Peraturan Menteri Lingkungan Hidup dan Kehutanan No 25 Tahun 2018 tentang Pedoman Penetapan Jenis Rencana Usaha dan/atau Kegiatan yang Wajib Memiliki Upaya Pengelolaan LH dan Upaya Pemantauan LH dan Surat Pernyataan Kesanggupan Pengelolaan & Petaan Lingkungan Hidup.
10. Minister of Environment and Forestry Regulation No P.68 of 2016 concerning Domestic Wastewater Quality Standards.
11. Regulation of the Minister of Environment and Forestry No P.16 of 2019 concerning Wastewater Quality Standards.
12. Regulation of the Minister of Environment No. 19 of 2010 concerning Wastewater Quality Standards for Oil and Gas and Geothermal Businesses and/or Activities.
13. Regulation of the Minister of Environment No. 7 of 2007 concerning Quality Standards for Stationary Source Emissions for Steam Boilers.
14. Regulation of the Minister of Environment No. 13 of 2009 concerning Immovable Emission Quality Standards for Petroleum Businesses and/or Activities.
15. Regulation of the Minister of Environment No. 5 of 2006 concerning Exhaust Emissions from Mobile Sources.
16. Regulation of the Minister of Environment No. 3 of 2007 concerning Hazardous Waste Collection and Storage Facilities.
17. Regulation of the Minister of Environment No 14 of 2013 Hazardous waste symbols and labels.
18. Regulation of the Minister of Environment No. 3 of 2008 concerning Procedures for Giving Hazardous Waste Symbols and Labels.
19. Regulation of the Minister of Environment No P.74 of 2019 concerning Emergency Program for the Management of Hazardous Materials and Hazardous Waste.
20. Regulation of the Minister of Environment and Forestry No. 19 of 2021 concerning Procedures for Non-Hazardous Waste Management.
21. Regulation of the Minister of Environment No. 3 of 2013 concerning Environmental Audit.
22. Regulation of the Minister of Environment and Forestry No. 26 of 2018 concerning Environmental Documents.
23. Regulation of the Minister of Health No. 2 of 2023 concerning Environmental Health.
24. Government Regulation No. 42 of 2008 concerning Management of Water Resources.
25. Government Regulation No.43 of 2008 concerning Ground Water.
26. Regulation of the Minister of Environment and Forestry No P.5 of 2018 concerning Competency Standards and Certification.
27. Government Regulation No. 81 of 2012 concerning Management of Household Waste and Household-like Waste.
28. Government Regulation No.27 of 2020 concerning Specific Waste Management.
29. Regulation of the Minister of Environment and Forestry No. 23 of 2018 concerning Criteria for Changes in Businesses and/or Activities and Procedures for Changes in Environmental Permits.
30. Regulation of the Minister of Environment and Forestry No 25 of 2018 concerning Guidelines for Determining the Types of Planned Businesses and/or Activities Required to Have LH Management Efforts and LH Monitoring Efforts and Statements of Ability to Manage & Comply with the Environment.

31. Peraturan Menteri Perindustrian No 23 Tahun 2013 tentang Sistem Harmonisasi Global Klasifikasi dan Label pada Bahan Kimia.
32. Peraturan Pemerintah No. 4 Tahun 2001 tentang Pengendalian Kerusakan dan/atau Pencemaran Lingkungan Hidup yang Berkaitan dengan Kebakaran Hutan dan atau Lahan.
33. Peraturan Pemerintah No. 30 Tahun 2021 tentang Penyelenggaraan Bidang Lalu Lintas dan Angkutan Jalan.
34. Keputusan Presiden No. 92 Tahun 1998 tentang Pengesahan Montreal Protocol on Substances that Deplete the Ozone Layer, Copenhagen 1912.
35. Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 102 Tahun 2016 tentang Pedoman Penyusunan Dokumen Lingkungan Hidup.
36. Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 12 Tahun 2009 tentang pemanfaatan Air Hujan.
37. Keputusan Menteri Lingkungan Hidup No. 48 Tahun 1996 Baku Tingkat Kebisingan.
38. Keputusan Menteri Lingkungan Hidup No. 49 Tahun 1996 Baku Tingkat Getaran.
39. Keputusan Menteri Lingkungan Hidup No. 50 Tahun 1996 Baku Tingkat Kebauan.
40. Peraturan Menteri Kehutanan dan LH No. P.85/Menhut-II/2014 tentang Tata Cara Kerja sama Penyelenggaraan Kawasan Suaka Alam & Kawasan Pelestarian Alam.
41. Keputusan Kepala BAPEDAL No. Kep- 107/BAPEDAL/11/1997 tentang Perhitungan dan Pelaporan Serta Informasi Indeks Standar Pencemar Udara.

Sepanjang periode tahun pelaporan 2022 tidak terdapat kasus-kasus yang berkaitan dengan pencemaran lingkungan atau kegiatan usaha Perusahaan yang berdampak terhadap kerusakan lingkungan. Selain itu, pada periode pelaporan tidak terdapat pelanggaran atau ketidakpatuhan terhadap peraturan berkaitan lingkungan hidup.

31. Regulation of the Minister of Industry No. 23 of 2013 concerning Globally Harmonized System of Classification and Labeling of Chemicals.
32. Government Regulation No. 4 of 2001 concerning Control of Environmental Damage and/or Pollution Associated with Forest and or Land Fires.
33. Government Regulation No. 30 of 2021 concerning Road Traffic and Transportation Sector.
34. Presidential Decree No. 92 of 1998 concerning Ratification of Montreal Protocol on Substances that Deplete the Ozone Layer, Copenhagen 1912.
35. Regulation of the Minister of Environment and Forestry No. 102 of 2016 concerning Guidelines for Preparing Environmental Documents.
36. Regulation of the Minister of Environment and Forestry No. 12 of 2009 concerning use of rainwater.
37. Decree of the Minister of Environment No. 48 of 1996 concerning Noise Level Standards.
38. Decree of the Minister of Environment No. 49 of 1996 concerning Vibration Level Standards.
39. Decree of the Minister of Environment No. 50 of 1996 concerning Odor Level Standards.
40. Regulation of the Minister of Forestry and Environment No. P.85/Menhut-II/2014 concerning Procedures for Cooperation in Nature Reserve Areas & Nature Conservation Areas.
41. Decree of the Head of BAPEDAL No. Kep-107/BAPEDAL/11/1997 concerning Calculation and Reporting and Information on Air Pollutant Standard Index.

Throughout the period of the 2022 reporting year, there were no cases related to environmental pollution or the Company's business activities that had an impact on environmental damage. In addition, during the reporting period there were no violations or non-compliance with regulations related to the environment.

Kasus Ketidakpatuhan terhadap Peraturan Lingkungan Hidup Periode 2020-2022 Cases of Non-Compliance with Environmental Regulations for 2020-2022 Period

Tahun Year	Jumlah Kasus Number of Cases	Nilai Moneter Denda Monetary Value of Fines	Jumlah Sanksi Non Moneter Total Non Monetary Sanctions	Proses Hukum Legal Proceedings
2022	Nihil None	-	-	-
2021	Nihil None	-	-	-
2020	Nihil None	-	-	-

Penggunaan Material

Selama tahun 2022, total pemakaian bahan baku sebanyak 370.564 metrik ton (MT), meningkat 5,77% atau setara 20.229 MT dari tahun 2021 yang mencapai 350.335 MT. Bahan baku yang digunakan terdiri dari base oil sebanyak 336.869 MT, dan bahan aditif 33.695 MT.

Use of Materials

In 2022, the total raw material consumption was 370,564 metric tons (MT), an increase of 5.77% or equivalent to 20,229 MT from 2021 which reached 350,335 MT. Raw materials used consisted of base oil as much as 336,869 MT, and additives 33,695 MT.

Jumlah Pemakaian Bahan Baku Total Use of Raw Materials

Jenis Material Material Type	2022 (MT)	2021 (MT)	2020 (MT)	YoY 2021-2022		
				Nominal	%	
Base Oil Base Oil						
Lokal	311.709	304.884	316.331	6.825	2,24	↑
Impor	25.160	20.168		4.992	24,75	↑
Bahan Aditif Additives						
Drum	9.962	10.529	31.851	(567)	(5,38)	↓
Bulk	23.733	14.754		8.979	60,86	↑
Jumlah Total	370.564	350.335	348.182	20.229	5,77%	↑

Penggunaan Material yang Ramah Lingkungan [F.5]

Untuk menghasilkan sebuah produk oli dan pelumas, Pertamina Lubricants mempertimbangkan penggunaan material ramah lingkungan yang dapat memberikan nilai tambah produk terkait pendekatan lingkungan, khususnya dalam hal produk yang dapat terurai atau *biodegradable*. Hal ini penting, mengingat limbah oli dan pelumas yang dihasilkan oleh kegiatan pelanggan tentunya berpotensi memiliki dampak buruk terhadap lingkungan.

Berikut disampaikan produk dengan material ramah lingkungan yang dikembangkan Perusahaan hingga akhir tahun 2022.

Use of Environmentally Friendly Materials [F.5]

To produce an oil and lubricants product, Pertamina Lubricants considers the use of environmentally friendly materials that can provide added value to products related to an environmental approach, especially in terms of biodegradable products. This is important, considering that oil and lubricants waste generated by customer activities has the potential to bring negative impact on the environment.

The following presents products with environmentally friendly materials that are being developed by the Company until the end of 2022.

No	Produk Product	Bagian yang Ramah Lingkungan Environmentally Friendly Parts	Deskripsi	Description
1	Pertasurf	Bahan Baku dan Formula Raw Material and Formula	Pertasurf merupakan produk <i>water-based</i> yang diformulasikan dengan bahan baku yang memiliki sifat <i>biodegradable</i> dan ramah lingkungan. Rujukan: - Karakteristik mudah terurai (<i>biodegradable</i>) mengacu bahan baku yang digunakan mengandung jenis <i>Surfaktan</i> yang dapat terurai hingga 90% sehingga dapat dikategorikan mudah terurai. - Karakteristik ramah lingkungan mengacu pada SDS masing-masing bahan baku Pertasurf yang memiliki hasil uji EC50 sehingga dikategorikan sebagai bahan tidak beracun.	Pertasurf is a water-based product formulated with biodegradable and environmentally friendly raw materials. Reference: - Easily decomposed characteristic (<i>biodegradable</i>) refers to the raw materials used containing a type of surfactant that can be decomposed up to 90% so that it can be categorized as easily decomposed. - Environmentally friendly characteristics refer to the SDS of each Pertasurf raw material which has an EC50 test result, hence is categorized as a non-toxic material.
2	Pertamina Grisklin	Bahan Baku dan Formula Raw Material and Formula	Pertamina Grisklin merupakan konsentrat pembersih multiguna berbasis air yang mudah terurai (<i>biodegradable</i>) dan diformulasikan dengan aditif yang ramah lingkungan.	Pertamina Grisklin is a water-based multipurpose cleaning concentrate that is biodegradable and formulated with environmentally friendly additives.

No	Produk Product	Bagian yang Ramah Lingkungan Environmentally Friendly Parts	Deskripsi	Description
			Rujukan: - Karakteristik mudah terurai (<i>biodegradable</i>) mengacu hasil uji BOD selama 28 hari. - Karakteristik ramah lingkungan mengacu hasil uji LC50 dan LD50 yang menyatakan Pertamina Grisklin dikategorikan sebagai bahan yang tidak berbahaya dan tidak beracun.	Reference: - Easily decomposed characteristic (<i>biodegradable</i>) refers to the results of BOD test for 28 days. - Environmentally friendly characteristics refer to the results of LC50 and LD50 tests which state that Pertamina Grisklin is categorized as a non-hazardous and non-toxic material.

Konsumsi Energi dan Intensitas Energi Perusahaan

Pengelolaan energi dalam penerapan LCA ditujukan untuk efisiensi pemakaian energi, dan pemanfaatan energi baru terbarukan (EBT) guna mendukung proses bisnis. Pemakaian energi yang efisien, dan pemanfaatan EBTI, secara tidak langsung akan mendukung reduksi emisi GRK. Energi dibutuhkan untuk proses produksi dan distribusi pelumas. Energi yang digunakan bersumber dari pemakaian bahan bakar gas (*Compressed Natural Gas* atau CNG) yang merupakan EBT, bahan bakar minyak (BBM) yang termasuk energi tak terbarukan, dan listrik yang dipasok dari PT PLN (Persero).

Penghitungan energi dan faktor konversi sesuai panduan tata cara perhitungan kriteria efisiensi energi PROPER 2021 oleh KLHK, dan dikonversi ke dalam satuan GigaJoule (GJ) Perhitungan konsumsi energi mencakup pemanfaatan energi di dalam Perusahaan, meliputi energi untuk proses produksi. Pertamina Lubricants belum melakukan penghitungan pemakaian energi di luar Perusahaan.

Total penggunaan energi sepanjang tahun 2022 mencapai 153.273,58 GJ, naik 78.999,4 GJ, atau 106,3% dari tahun 2020 sebesar 72.274,18 GJ. Energi yang digunakan terdiri dari pemanfaatan CNG sebesar 85.771,57 GJ, pemakaian BBM sebesar 6.204,78 GJ, dan dari penggunaan listrik sebesar 61.299,24 GJ. Selama periode pelaporan tidak ada energi yang diproduksi dan dijual kepada pihak lain.

Energy Consumption and Energy Intensity of the Company

Energy management in the application of LCA is aimed at efficiency in energy use, and utilization of new and renewable energy (EBT) to support business processes. Efficient use of energy and use of EBTI, will indirectly support the reduction of GHG emissions. Energy is required for the production and distribution of lubricants. The energy used comes from the use of gas fuel (*Compressed Natural Gas* or CNG) which is EBT, fuel oil (BBM) which is classified as non-renewable energy, and electricity supplied from PT PLN (Persero).

The calculation of energy and conversion factors is in accordance with the guidelines for calculating PROPER 2021 energy efficiency criteria by the Ministry of Environment and Forestry, and converted into GigaJoule (GJ) units. The calculation of energy consumption includes energy utilization within the Company, including energy for production process. Pertamina Lubricants has not yet calculated energy consumption outside the Company.

Total energy use throughout 2022 reached 153,273.58 GJ, an increase of 78,999.4 GJ, or 106.3% from 2020 of 72,274.18 GJ. The energy used consists of CNG utilization of 85,771.57 GJ, fuel consumption of 6,204.78 GJ, and electricity use of 61,299.24 GJ. During the reporting period, no energy was produced and sold to other parties.

Pemakaian Energi di Dalam Perusahaan Berdasarkan Jenis dan Sumber Energi [302-1] Energy Consumption within the Company by Type and Source of Energy

Jenis Sumber Energi Type of Energy Source	2022	2021	2020	YoY 2021-2022 (%)
Energi Baru dan Terbarukan – CNG (GJ) New and Renewable Energy – CNG (GJ)	47.195,34	85.771,57	32.924,78	(44,97) ↓
Energi Tak Terbarukan - BBM (GJ) Non-Renewable Energy - Fuel (GJ)	5.266,913	6.204,78	9.169,00	(15,12) ↓
Listrik (GJ) Electricity (GJ)	32.073,36	61.299,24	32.180,40	(47,67) ↓
Jumlah (GJ) Total (GJ)	84.535,62	153.273,59	74.274,18	(44,84) ↓

Pertamina Lubricants mengelola tingkat efisiensi energi, dengan mengoptimalkan konsumsi energi untuk setiap KL produk yang dihasilkan atau Intensitas Konsumsi Energi (IKE). Penghitungan IKE mencakup total kebutuhan energi proses produksi, baik dari pemakaian CNG, BBM maupun listrik. Perusahaan belum melakukan penghitungan IKE untuk pemakaian energi di luar proses produksi. Berdasarkan penghitungan, nilai IKE pada tahun 2022 mencapai 0,2241GJ/KL, lebih rendah dari tahun 2021 sebesar 0,4405 GJ/KL. Pencapaian tersebut menunjukkan peningkatan kembali kegiatan produksi.

Pertamina Lubricants manages the level of energy efficiency, by optimizing energy consumption for each KL of product produced or Energy Consumption Intensity (IKE). IKE calculation includes total energy needs of the production process, both from the use of CNG, fuel and electricity. The Company has not yet calculated IKE for energy use outside the production process. Based on the calculation, IKE value in 2022 reached 0.2241GJ/KL, lower than in 2021 of 0.4405 GJ/KL. This achievement shows an increase in production activities.

Intensitas Konsumsi Energi [F.6] [302-3] Energy Consumption Intensity

Perihal Description	2022	2021	2020	YoY 2021-2022 (%)
Volume Produksi* (KL) Production Volume* (KL)	377.293	347.946	313.529	8,43 ↑
Konsumsi Energi (GJ) Energy Consumption (GJ)	84.535,62	153.273,59	74.274,18	(44,84) ↓
Intensitas Konsumsi Energi (GJ/KL) Energy Consumption Intensity (GJ/KL)	0,2241	0,4405	0,2369	(49,12) ↓

Keterangan: * Tidak termasuk volume produksi LBO. | Note: * Excluding LBO production volume.

Selama periode pelaporan Pertamina Lubricants melakukan berbagai upaya untuk meningkatkan efisiensi energi, di antaranya [F.7]:

1. Pemanfaatan CNG yang dipasok PT Pertagas Niaga, sebagai sebagai bahan bakar mesin *boiler* pada *Production Unit* Jakarta, dan *Production Unit* Gresik. Pemanfaatan CNG selama satu tahun pada periode pelaporan, telah dapat menggantikan penggunaan BBM sebesar 47.195,34 GJ, atau 317% dari 14.896 GJ pada tahun 2016 sebagai *baseline* penghitungan berdasarkan metode perbandingan penggunaan BBM pada periode satu tahun tanpa penggunaan CNG.
2. Pengembangan program inovasi modifikasi Proses *Filling Line 1* Kuroma menjadi mesin Serac sehingga dari sisi operasional dapat tetap mempertahankan produktivitas alat tersebut serta meningkatkan nilai penghematan energi yang timbul dari proses modifikasi. Dampak lingkungan yang dihasilkan adalah penurunan konsumsi energi pada tahun 2022 sebesar 69.9624 GJ.

Di samping itu, Perusahaan juga berupaya untuk mengukur konsumsi energi yang dilakukan oleh transportir sebagai pihak ketiga yang berperan mengirimkan produk Pertamina Lubricants hingga ke pengguna akhir. Di tahun 2022, Perusahaan mendapatkan data 1 (satu) transportir yaitu PT Patra Logistik (PATLOG). Dalam proses operasinya, PATLOG menggunakan armada truk dengan jenis BBM adalah Dexlite atau Solar. Total konsumsi BBM yang digunakan PATLOG di tahun 2022 untuk melakukan pengangkut produk Pertamina Lubricants sebanyak 290.857 liter Solar, atau dengan konversi energi menjadi sebesar 10.761,71 GJ. Ke depan, Perusahaan akan berupaya mendorong transportir lainnya untuk dapat

During the reporting period, Pertamina Lubricants made various efforts to improve energy efficiency, including [F.7]:

1. Utilization of CNG supplied by PT Pertagas Niaga, as fuel for boiler engines in Jakarta Production Unit and Gresik Production Unit. The use of CNG for one year in the reporting period has been able to replace the use of fuel by 47,195.34 GJ, or 317% of 14,896 GJ in 2016 as a baseline calculation based on the comparative method of using fuel in one year without using CNG.
2. Development of innovation program for modification of Kuroma Filling Line 1 Process into Serac engine, hence from an operational standpoint, the productivity of the tool and can be maintained and increase the value of energy savings arising from the modification process. The resulting environmental impact is a 69.9624 GJ decrease in energy consumption in 2022.

In addition, the Company also seeks to measure energy consumption by transporters as third party whose role is to deliver Pertamina Lubricants products to the end user. In 2022, The Company obtained data from 1 (one) transporters, namely PT. Patra Logistik (PATLOG). In its operation process, PATLOG uses a fleet of trucks with the type of fuel is Dexlite or Solar. The total fuel consumption used by PATLOG in year 2022 to transport Pertamina Lubricants products as much as 290,857 liters of Solar, or with an energy conversion of 10,761.71%. Going forward, the Company will try to encourage other transporters to be able to record data that will complete the record of carbon

melakukan pencatatan data yang akan melengkapi catatan akan karbon emisi yang dihasilkan dalam operasi dan bisnis Pertamina Lubricants [302-2].

Pengelolaan Emisi

Salah satu tujuan penerapan LCA adalah pengendalian emisi GRK dari proses bisnis yang dijalankan Pertamina Lubricants. Emisi GRK yang disampaikan dalam Laporan ini meliputi kegiatan yang dikendalikan Perusahaan, dengan faktor konversi hasil pengukuran dan penghitungan dalam CO₂eq yang memiliki angka *global warming potential* (GWP)=1. Pengukuran dan penghitungan emisi GRK selama periode pelaporan meliputi:

- Emisi GRK bersumber dari kegiatan produksi pada masing-masing unit produksi, atau Cakupan 1;
- Emisi GRK bersumber dari kegiatan distribusi meliputi pengangkutan dari unit produksi menuju DSP, atau Cakupan 2;
- Perusahaan belum melakukan pengukuran emisi GRK tak langsung dari kegiatan lain, termasuk kegiatan distribusi oleh distributor, karena tidak berada dalam kendali Perusahaan [305-3].

Hasil pengukuran dan penghitungan emisi GRK Cakupan 1 dan 2, dinyatakan dalam satuan ton CO₂eq. Emisi GRK yang diukur dan dihitung terdiri dari CO₂, N₂O, SO_x, NO_x yang dikonversi ke dalam CO₂eq. Tidak ada sumber CO₂ biogenik yang diukur dan dihitung. Hasil pengukuran dan penghitungan emisi GRK mencakup tahun 2022, yang kemudian diperbandingkan dengan hasil pengukuran dan penghitungan emisi GRK tahun 2021 dan 2020 sebagai basis tahun. Hasil pengukuran dan penghitungan emisi GRK ditampilkan sebagai data konsolidasi total emisi GRK berdasar masing-masing unit produksi. Metode yang digunakan dalam pengukuran dan penghitungan emisi GRK adalah dengan menggunakan metodologi *Tier*.

Sampai dengan akhir periode pelaporan, berdasar hasil pengukuran dan penghitungan diketahui volume emisi GRK yang ditimbulkan selama tahun 2022 mencapai 485,4 ton CO₂eq. Volume emisi GRK pada tahun 2022, berkurang sebesar 20,14 ton CO₂eq, atau 3,98% dari tahun 2021.

of carbon emissions generated in Pertamina Lubricants' operations and business. Pertamina Lubricants [302-2].

Emission Management

One of the objectives of LCA implementation is controlling GHG emissions from business processes carried out by Pertamina Lubricants. The GHG emissions presented in this report include activities controlled by the Company, with the conversion factor measured and calculated in CO₂eq with global warming potential (GWP) score of = 1. The measurement and calculation of GHG emissions during the reporting period includes:

- GHG emissions originate from production activities in each production unit, or Scope 1;
- GHG emissions originate from distribution activities including transportation from production units to DSP, or Scope 2;
- The Company has not measured indirect GHG emissions from other activities, including distribution activities by distributors, because they are not under the control of the Company [305-3].

The results of measuring and calculating GHG emissions for Scope 1 and 2 are stated in tons of CO₂eq unit. The measured and calculated GHG emissions consist of CO₂, N₂O, SO_x, NO_x which are converted to CO₂eq. There is no measured or quantified biogenic CO₂ source. The results of measurement and calculation of GHG emissions in 2022 are then compared with the results of measurement and calculation of GHG emissions in 2021 and 2020 as a year basis. GHG emissions calculation and measurement results are displayed as consolidated data for total GHG emissions based on each production unit. The method used in measuring and calculating GHG emissions is by using the *Tier* methodology.

Until the end of reporting period, based on the measurement and calculation results, the volume of GHG emissions generated during 2022 reached 485,4 tons of CO₂eq. The volume of GHG emissions in 2022 increased by 20.14 tons of CO₂eq, or 3,98% from 2021.

Hasil Pengukuran dan Penghitungan Emisi GRK [305-1; 305-2]
GHG Emission Measurement and Calculation Results

Unit Kerja Work Unit	Sumber Emisi Emission Sources		Total Emisi GRK (Ton CO ₂ eq) Total GHG emissions (ton co ₂ eq)			YoY 2021-2022 (%)	
	Boiler	Genset	2022	2021	2020		
Production Unit Jakarta Jakarta Production Unit	3	1	200	211,61	165,44	(5,49)	↓
Production Unit Cilacap Cilacap Production Unit	2	-	4,6	43,08	39,42	(89,32)	↓
Production Unit Gresik Gresik Production Unit	2	2	280,8	250,85	201,60	11,94	↑
Jumlah Total			485,4	505,54	406,46	(3,98)	↓

Reduksi Emisi GRK GHG emission reduction

Perihal Description	2022	2021	2020	YoY 2021-2022 (%)	
Volume Emisi GRK (Ton CO ₂ eq) GHG emission volume (Ton CO ₂ eq)	485,75	505,54	406,46	(3,91)	↓
Reduksi Emisi GRK (Ton CO ₂ eq) GHG emission reduction (Ton CO ₂ eq)	263	141,40	143,75	85,99	↑
Persentase (%) Percentage (%)	0,45	0,28	0,35	0,17	↑

Intensitas Emisi GRK dihitung sebagai setiap ton CO₂eq emisi GRK yang ditimbulkan dari setiap KL produksi pelumas. Intensitas Emisi GRK dihitung sebagai perbandingan total emisi GRK dari hasil pengukuran dan penghitungan emisi GRK *scope* 1 dan *scope* 2, terhadap total volume produk selama periode pelaporan. Nilai Intensitas Emisi GRK tahun 2022 mencapai 0,0013 ton CO₂eq/KL lebih rendah dari tahun 2021 sebesar 0,0015 ton CO₂eq/KL. Hal ini menunjukkan peningkatan fasilitas dan kinerja pengendalian emisi.

The intensity of GHG emissions is calculated as each Ton CO₂EQ GHG emission caused by each KL of lubricating production. The intensity of GHG emissions is calculated as a comparison of total GHG emissions from the measurement and calculation of *scope* 1 and *scope* 2 Emissions, to total volume of product during the reporting period. The GHG emission intensity value in 2022 reached 0.0013 tons of CO₂EQ/KL, lower than 2021 of 0.0015 tons of CO₂EQ/KL. This shows an increase in facilities and emission control performance.

Nilai Intensitas Emisi GRK [F.11] [305-4] GHG Emission Intensity Value

Perihal Description	2022	2021	2020	YoY 2021-2022 (%)	
Volume Produksi* (KL) Production Volume* (KL)	388.494	347.946	313.529	11,65	↑
Total Emisi GRK (Ton CO ₂ eq) Total GHG Emissions (Ton CO ₂ eq)	485,75	505,54	406,46	(3,91)	↓
Intensitas Emisi GRK (Ton CO₂eq/KL) GHG Emission Intensity (Ton CO₂eq/KL)	0,0013	0,0015	0,0013	(13,33)	↓

Keterangan: * Tidak termasuk volume produksi LBO. | Note: * Excluding LBO production volume.

Selain emisi GRK, Perusahaan juga melakukan pemantauan, pengukuran, dan penghitungan emisi lain, yakni SO₂, NO₂, Opasitas, *Particulate Matter* (PM), CO, HC, O₃, Pb, NH₃, dan H₂S. Tujuannya untuk memastikan kesesuaian dengan baku mutu kualitas udara yang ditetapkan Pemerintah. Pengukuran dan penghitungan emisi lain dilakukan melalui pengujian di laboratorium terakreditasi. Berdasarkan hasil pengukuran diketahui, kualitas udara ambien di setiap unit produksi telah memenuhi baku mutu yang ditetapkan Pemerintah. Kualitas udara ambien yang terjaga mendukung kesehatan lingkungan, pekerja dan masyarakat di kawasan unit produksi.

Apart from GHG emissions, the Company also monitors, measures and calculates other emissions, namely SO₂, NO₂, Opacity, *Particulate Matter* (PM), CO, HC, O₃, Pb, NH₃ and H₂S. The aim is to ensure compliance with the air quality standards set by the Government. Measurement and calculation of other emissions is carried out through testing in an accredited laboratory. Based on the measurement results, the ambient air quality in each production unit has fulfilled the quality standards set by the Government. Maintained ambient air quality supports the health of environment, workers and the community within the production unit area.

Hasil Pemantauan dan Pengukuran Kualitas Udara Pada Setiap Unit Produksi Tahun 2022 [305-7]

Monitoring and Measurement Results of Air Quality in Each Production Unit in 2022

Parameter	PU Jakarta		PU Cilacap		PU Gresik	
	Hasil Pengukuran Measurement Result ($\mu\text{g}/\text{Nm}^3$)	Baku Mutu Quality Standard ($\mu\text{g}/\text{Nm}^3$)	Hasil Pengukuran Measurement Result ($\mu\text{g}/\text{Nm}^3$)	Baku Mutu Quality Standard ($\mu\text{g}/\text{Nm}^3$)	Hasil Pengukuran Measurement Result ($\mu\text{g}/\text{Nm}^3$)	Baku Mutu Quality Standard ($\mu\text{g}/\text{Nm}^3$)
SO ₂	31,9	900	<20	900	28,9	900
NO ₂	17,5	400	<13	400	14,2	400
PM10	63,4	150	5,9	150	0,14	150
PM2,5	30,6	65	3	65	4,2	65
CO	1447	26000	<185	26000	<1150	26000
HC	<5	160	<4,27	160	<27,3	160
O ₃	33,5	200	23,52	200	<6,8	200
Pb	<0,5	2	<0,01	2	0,00002	2

Program Penurunan Emisi

Program penurunan emisi yang dilakukan oleh Pertamina Lubricants yaitu:

1. Program penggantian bahan bakar *boiler* dari solar ke CNG menghasilkan efisiensi sebesar 0,45 ton CO₂eq.
2. Simplifikasi metode *blending* VM untuk menurunkan *cycle time process* menghasilkan efisiensi sebesar 210,23 ton CO₂eq.

Pengelolaan Air dan Efluen [F.8; F.13]

Proses produksi pelumas yang berlangsung di unit produksi tidak menggunakan air. Dengan demikian tidak terdapat timbulan efluen dari proses produksi. Kebutuhan air hanya digunakan untuk kegiatan domestik pekerja, dan dipenuhi dari sumber air tanah serta membeli dari perusahaan air minum (PAM). Tidak ada sumber air yang digunakan bersama masyarakat di sekitar unit produksi. Data pemakaian air dalam Laporan ini diperoleh dari Fungsi *Production* pada masing-masing unit produksi, berupa total pemakaian air selama satu tahun periode pelaporan, dan dinyatakan dalam meter kubik (m³) [303-1;].

Tidak ada air terpakai yang bersumber dari kawasan kritis air. Seluruh air terpakai untuk kebutuhan domestik pekerja, merupakan air baru. Tidak ada air terpakai yang berasal dari proses daur ulang maupun pengolahan efluen. Perusahaan tidak melakukan pengukuran volume air tanah tersimpan pada awal tahun dan pada akhir tahun berdasar metode tertentu, untuk mengetahui perbandingan pengaruh penarikan air tanah. Total penggunaan air di seluruh unit produksi selama tahun 2022 mencapai 61.122 m³, bertambah 11.518 m³, atau 17,71% dari tahun 2021 sebesar 49.604 m³, karena sedang dilaksanakannya proyek modernisasi.

Emission Reduction Program:

The emission reduction programs carried out by Pertamina Lubricants are:

1. The program to replace boiler fuel from diesel to CNG produced an efficiency of 0.45 tons of CO₂eq.
2. Simplification of the VM blending method to reduce the process cycle time resulted in an efficiency of 210.23 tons CO₂eq.

Water and Effluent Management [F.8; F. 13]

The lubricants production process that takes place in the production unit does not use water. Thus there is no effluent generated from the production process. The need for water is only used for workers' domestic activities, and is met from groundwater sources and purchased from drinking water companies (PAM). There is no water source that is shared with the community around the production unit. Data on water use in this report is obtained from the Production Function in each production unit, in the form of total water usage during the one year reporting period, and is conveyed in cubic meters (m³) [303-1;].

There is no used water sourced from water critical areas. All of the water used for the domestic needs of workers is new water. There is no used water that comes from the recycling process or effluent treatment. The Company does not measure the volume of stored groundwater at the beginning of the year and at the end of the year based on a certain method, to determine the comparative effect of groundwater withdrawal. Total water use in all production units during 2022 reached 61,122 m³, an increase of 11,518 m³, or 17.71% from 2021 of 49,604 m³, due to the ongoing modernization project.

Perusahaan belum melakukan pengukuran debit penarikan air, baik dari sumber air tanah maupun PAM. Debit penarikan air dari sumber air tanah disesuaikan dengan kebutuhan pemakaian, sementara debit penarikan air PAM sepenuhnya dikelola pihak ketiga yang menjadi pemasok.

The Company has not measured the debit of water withdrawal, either from groundwater sources or PAM. The debit of water withdrawal from groundwater sources is adjusted according to usage needs, while the debit for PAM water withdrawal is fully managed by the third party or supplier.

Penggunaan Air di Unit Produksi [303-3; 303-5] Water Use in Production Units

Unit Kerja Work Unit	Sumber Air Water Source	2022 (m ³)	2021 (m ³)	2020 (m ³)	YoY 2021-2022 (%)
Production Unit Jakarta Jakarta Production Unit	Air Tanah (Sumur Bor) Groundwater (Bore Well)	-	-	-	-
	Air Permukaan (Sungai) Surface Water (River)	-	-	-	-
	PAM	30.125	31.886	30.199	(5,52) ↓
	Jumlah Amount	30.125	31.886	30.199	(5,52) ↓
Production Unit Cilacap Cilacap Production Unit	Air Tanah (Sumur Bor) Groundwater (Bore Well)	-	-	-	-
	Air Permukaan (Sungai) Surface Water (River)	-	-	-	-
	PAM	9.157	861	925	963,53 ↑
	Jumlah Amount	9.157	861	925	963,53 ↑
Production Unit Gresik Gresik Production Unit	Air Tanah (Sumur Bor) Groundwater (Bore Well)	-	-	-	-
	Air Permukaan (Sungai) Surface Water (River)	-	-	-	-
	PAM	21.840	19.180	18.480	13,87 ↑
	Jumlah Amount	21.840	19.180	18.480	13,87 ↑
Jumlah Total		61.122	49.604	51.927	17,71

Efluen dari kegiatan domestik para pekerja diolah di instalasi pengolahan air limbah (IPAL) yang ada di setiap unit produksi, sehingga memenuhi baku mutu yang ditetapkan Pemerintah. Secara berkala Perusahaan memantau dan mengukur kualitas olahan efluen, sesuai ketentuan dalam Peraturan Menteri LHK No. 68 Tahun 2016 tentang Baku Mutu Air Limbah Domestik. Selama periode pelaporan, tidak ada Unit Produksi yang dihadapkan pada sanksi denda maupun sanksi hukum lain karena sangkaan pencemaran air pada badan air akibat pelepasan olahan efluen.

Effluent from workers' domestic activities is processed at the wastewater treatment plant (WWTP) in each production unit, so that it meets the quality standards set by the Government. Periodically, the Company monitors and measures the quality of processed effluent, according to the Minister of Environment and Forestry Regulation No. 68 of 2016 concerning Domestic Wastewater Quality Standards. During the reporting period, no Production Unit was faced with fines or other legal sanctions due to allegations of water pollution in water bodies due to the release of processed effluent.

Pengelolaan Air Limbah (Efluen) [F.14] [303-2] Wastewater (Effluent) Management



Volume Pengelolaan Air Limbah, serta Volume Olahan Air Limbah Digunakan Kembali dan Dialirkan Ke Badan Air [303-4]

Volume of Wastewater Management, and Volume of Processed Wastewater Reused and Distributed to Water Bodies

Unit Kerja Work Unit	Sumber Air Water Source	2022	2021	2020	YoY 2021-2022 (%)
Production Unit Jakarta Jakarta Production Unit	Jumlah air limbah diolah (juta m ³) Amount of treated wastewater (million m ³)	0,0131	0,0319	0,0302	(58,93) ↓
	Olahan air limbah digunakan kembali Treated wastewater reused				
	Jumlah (juta m ³) Amount (million m ³)	-	-	-	-
	Komposisi (%) Composition (%)	-	-	-	-
	Olahan air limbah dilepaskan ke badan air Treated wastewater released into water bodies				
	Jumlah (juta m ³) Amount (million m ³)	0,0131	0,0319	0,0302	(58,93) ↓
	Komposisi (%) Composition (%)	100	100	100	100
Production Unit Cilacap Cilacap Production Unit	Jumlah air limbah diolah (juta m ³) Amount of treated wastewater (million m ³)	0,000385	0,00086	0,00092	(55,23) ↓
	Olahan air limbah digunakan kembali Treated wastewater reused				
	Jumlah (juta m ³) Amount (million m ³)	-	0,00057	-	-
	Komposisi (%) Composition (%)	-	66,2	-	-
	Olahan air limbah dilepaskan ke badan air Treated wastewater released into water bodies				
	Jumlah (juta m ³) Amount (million m ³)	0,000385	0,00029	0,00092	32,76 ↑
	Komposisi (%) Composition (%)	100	33,8	100	66,2% ↑
Production Unit Gresik Gresik Production Unit	Jumlah air limbah diolah (juta m ³) Amount of treated wastewater (million m ³)	0,04	0,019	0,018	100,00 ↑
	Olahan air limbah digunakan kembali Treated wastewater reused				
	Jumlah (juta m ³) Amount (million m ³)	-	0,00052	0,00095	(100,00) ↓
	Komposisi (%) Composition (%)	-	2,8	5,3	97,2 ↓
	Olahan air limbah digunakan kembali Treated wastewater reused				
	Jumlah (juta m ³) Amount (million m ³)	0,04	0,01848	0,01705	116,45 ↑
	Komposisi (%) Composition (%)	100	97,2	94,7	2,8% ↑
Jumlah Total		0,053485	0,05176	0,04912	3,33% ↑

- Sebagian besar penggunaan air di PUG digunakan untuk kebutuhan *boiler*. Kondisi tersebut menyumbang tingginya biaya *supply* air bersih untuk kebutuhan *boiler*. Selama proses berlangsung, terdapat air dari hasil kondensasi proses *blending* di beberapa titik *point steam traps*. Untuk meminimalkan penggunaan air bersih, dilakukan pemanfaatan air bekas *steam traps* untuk *reservoir* utama. Jumlah air sisa *steam traps* yang dihasilkan adalah sebanyak 0,53 m³/hari, dikembalikan pada *condesate tank* sebagai *reservoir* utama untuk dimasukkan kembali ke *boiler*. Upaya ini merupakan suatu program inovasi pada tahun 2022, terdapat penghematan penggunaan air sebesar 105 m³.
- Most of the water used in PUG is used for boiler needs. These conditions contribute to the high cost of supplying clean water for boiler needs. During the process, there is water from condensation resulting from the blending process at several points of the steam traps. To minimize the use of clean water, residual water from steam traps for the main reservoir is re-used. The amount of residual water generated by the steam traps is 0.53 m³/day, returned to the condensate tank as the main reservoir to be fed back to the boiler. This effort is an innovation program in 2022, and saved 105 m³ of water use.

- Aquabidest merupakan produk hasil penyulingan air dengan dua kali proses destilasi sehingga kandungan mineralnya rendah. Pembuatan aquabidest merupakan salah satu kegiatan penting di laboratorium PUC untuk proses pengujian sampel, dalam pembuatan aquabidest, setiap 0,01 m³ aquabidest dibutuhkan 0,126 m³ air sehingga terdapat 0,125 m³ air yang akan terbuang percuma. Semakin besar produksi aquabidest, maka akan semakin banyak air bersih yang terbuang. Oleh karena itu, air hasil pembuatan aquabidest yang terbuang digunakan kembali untuk air wastafel agar penggunaan air lebih maksimal.

Dampak Wilayah Operasi terhadap Daerah Konservasi/Memiliki Keanekaragaman Hayati [F.9; F10] [304-1; 304-2; 304-3; 304-4]

Perusahaan tidak memiliki wilayah operasi yang berdekatan dengan kawasan lindung maupun kawasan dengan nilai keanekaragaman hayati tinggi. Kegiatan keanekaragaman hayati yang dilakukan Perusahaan hanya mencakup kegiatan tanggung jawab lingkungan seperti upaya penanaman pohon maupun penghijauan di area pabrik dan perkantoran.

Pengelolaan dan Pengolahan Limbah [F.13]

Timbulan limbah dari proses bisnis terdiri dari padatan, dan cairan. Pengelolaan dan pengolahan limbah dilakukan sesuai prinsip 3R yakni mengurangi (*reduce*), penggunaan kembali (*reuse*) dan daur ulang (*recycle*), sesuai tahapan kegiatan.

- Aquabidest is a product of water distillation with two distillation processes so that the mineral content is low. Making aquabidest is one of the important activities in PUC laboratory for the sample testing process. In making aquabidest, every 0.01 m³ of aquabidest requires 0.126 m³ of water, hence 0.125 m³ of water will be wasted. Higher aquabidest production, more clean water will be wasted. Therefore, the wasted water from the manufacture of aquabidest is reused for sink water in order to maximize water usage.

Impact of Operational Areas on Conservation Areas/Areas Having Biodiversity [F.9; F10] [304-1; 304-2; 304-3; 304-4]

The Company does not have operating areas adjacent to protected areas or areas with high biodiversity value. Biodiversity activities carried out by the Company only include environmental responsibility activities such as tree planting and reforestation in factory and office areas.

Waste Management and Treatment [F.13]

Waste generation from business processes consists of solids and liquids. Waste management and processing is carried out according to the 3R principle, namely reduce, reuse and recycle, according to the stages of the activity.

Timbulan Limbah dan Pengelolaannya Berdasarkan Kegiatan [306-1] Waste Generation and Management Based on Activities

Tahapan Stage	Timbulan Limbah Waste Generation	Potensi Dampak Signifikan dan Pengelolaan Potential Significant Impact and Management
Produksi Production	134.060 Kg	Timbulnya bau, pencemaran tanah, pencemaran air, peningkatan emisi GRK Emergence of odors, contamination of groundwater and soil, pollution of water bodies, increased GHG emissions.

Sebagian dari timbulan limbah terutama yang mengandung bahan berbahaya dan beracun (B3) dikelola dengan melibatkan pihak ketiga yang memiliki izin dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Seluruh proses yang melibatkan pihak ketiga diawasi Fungsi HSSE pada masing-masing Unit Produksi, dan dilaporkan secara berkala kepada pihak-pihak berwenang. Bentuk pelibatan pihak ketiga pada periode pelaporan di antaranya pengangkutan limbah B3 [F.14].

Selama tahun 2022, total volume limbah B3 yang diangkut pihak ketiga untuk diolah lanjut mencapai 35,19 ton, naik 15,01 ton, atau 74,36% dari tahun 2021 sebesar 20,183 ton. Data volume timbulan limbah diperoleh dari masing-masing Unit Produksi yang dilaporkan berkala kepada Fungsi HSSE di Kantor Pusat.

Some of the generated waste, especially those containing hazardous and toxic materials (B3), is managed by involving third parties who have permits from the Ministry of Environment and Forestry (KLHK). All processes involving third parties are supervised by the HSSE Function in each Production Unit, and reported periodically to the authorities. The form of third party involvement in the reporting period included the transportation of hazardous waste [F.14].

During 2022, total volume of hazardous waste transported by third parties for further processing reached 35.19 tons, an increase of 15.01 tonnes, or 74.36% from 2021 of 20,183 tons. Data on the volume of waste generation is obtained from each Production Unit, which is reported periodically to the HSSE Function at Head Office.

Timbulan limbah disimpan di tempat penampungan sementara (TPS), sesuai dengan jenis limbah. Dari TPS, limbah kemudian dibawa ke tempat pengolahan untuk diolah, termasuk dimusnahkan maupun ditimbun. Dalam proses pengelolaan selama tahun 2022 tidak ada tumpahan dari material limbah yang membahayakan lingkungan. Dari 98,87 ton total volume limbah non-B3, sebanyak 0 ton digunakan kembali dan sebanyak 98,87 ton diolah kembali. Sementara itu, dari total volume limbah B3 sebanyak 35,19 ton, 0 ton digunakan kembali dan 35,19 ton diolah kembali.

Waste generated is stored in temporary shelters (TPS), according to the type of waste. From the TPS, the waste is then taken to a processing site to be processed, including being destroyed or stockpiled. In the management process in 2022, there was no spillage of waste material that is harmful to the environment. Of the 98.87 tons of total volume of non-hazardous waste, as much as 98.87 tons were reused and as much as 35,19 tons were reprocessed. Meanwhile of the total volume of hazardous waste amounted to 35.19 tons, 35.19 tons were reused and 0 tons were reprocessed.

Jenis dan Volume Limbah B3 Type and volume of hazardous waste

Jenis Limbah B3 Types of hazardous waste	2022 (Ton)	2021 (Ton)	2020 (Ton)	YoY 2021-2022 (%)
Limbah B3 kimia eks laboratorium Ex-laboratory chemical hazardous waste	2,87	0,70	1,03	310,00 ↑
Minyak kotor Dirty oil	12,10	1,11	0,74	990,09 ↑
B3 eks drum aditif B3 ex drum additive	0	0	0,34	-
Sarung tangan terkontaminasi Contaminated gloves	0	0	-	-
Majun bekas pakai Used piece of cloth	12,70	14,57	9,49	(12,83) ↓
Serbuk gergaji bekas terkontaminasi Contaminated used sawdust	3,97	3,16	3,27	25,63 ↑
Aki bekas pakai Used battery	0	-	-	-
Lampu TL bekas pakai Used TL lamps	0,16	-	-	-
Cartridge bekas pakai Used cartridges	0,02	-	-	-
Kaleng bekas pakai Used cans	0,90	-	-	-
Pecahan botol/botol bekas pakai Used bottles/bottle shards	2,48	0,65	0,82	281,54
Jumlah Limbah B3 Total Hazardous Waste	35,19	20,18	15,70	74,38 ↑

Jenis dan Volume Limbah Non-B3 Type and Volume of Non-Hazardous Waste

Jenis Limbah Non-B3 Types of non-hazardous waste	2022 (Ton)	2021 (Ton)	2020 (Ton)	YoY 2021-2022 (%)
Limbah organik Organic waste	59,41	149,63	264,84	(60,29) ↓
Limbah anorganik Inorganic waste	39,46	111,43	64,58	(64,58) ↓
Jumlah Limbah Non-B3 Total Non-Hazardous Waste	98,87	251,06	329,42	(60,62) ↓

Jumlah Limbah Total Waste

Jenis Limbah Waste Type	2022		2021		2020		YoY 2021-2022 (%)
	Volume (Ton) Volume (Tonnes)	Komposisi Composition (%)	Volume (Ton) Volume (Tonnes)	Komposisi Composition (%)	Volume (Ton) Volume (Tonnes)	Komposisi Composition (%)	
Limbah B3 Hazardous waste	35,19	26,25	20,18	7,44	15,70	4,55	74,37
Limbah Non-B3 Non-Hazardous Waste	98,87	73,75	251,06	92,56	329,42	95,45	(60,62) -
Total Timbulan Limbah Total Waste Generation	134,06	100,00	271,25	100,00	345,11	100,00	(50,58) -

Selama periode pelaporan Pertamina Lubricants melakukan berbagai upaya untuk mengurangi limbah B3 dan non B3, di antaranya [306-2]:

- **Aspek Limbah B3**
Terbentuknya minyak *flushing* dari hasil pencucian pipa, tangki, mesin pengisian dan nozzle pada saat penggantian produk menghasilkan timbulan limbah B3 yang cukup signifikan. Untuk mengontrol pembentukan minyak *flushing* tersebut, maka dilakukan program penurunan *set point flushing* secara otomatis di area *filling line drum* dengan solusi/alat berupa *reblending flushing oil* untuk optimalisasi produk Meditran S40. Material *efficient manufacturing* yang dilakukan melalui program ini adalah perubahan komponen dengan memodifikasi peralatan *automatic control set point* dalam proses *flushing* dengan metode pembatasan pembentukan minyak campur agar dapat dimanfaatkan Kembali dan mengurangi timbulan limbah B3. Penerapan metode ini pada periode pelaporan berhasil menurunkan timbulan limbah B3 berupa minyak campur sebesar 3,495 ton.
- **Aspek Limbah Non-B3**
Kehandalan peralatan yang digunakan dalam proses produksi adalah salah satu faktor krusial dalam kegiatan produksi. Salah satu peralatan yang sering mengalami masalah adalah terjadinya *jam/bottlenecking* pada sistem *feeding* botol mesin *filling*. Dengan terjadinya *jam* pada sistem *feeding* akan menyebabkan botol saling tergencet sehingga terdapat botol *reject* menyebabkan kemasan tidak lolos QC. Untuk mengatasi kondisi tersebut, perusahaan menerapkan solusi/alat dengan metode *Pneumatic Bottle Stopper* (P-BOS). Penerapan metode ini pada periode pelaporan berhasil menurunkan timbulan limbah padat non B3 sebesar 0,079 ton.

Hingga akhir tahun 2022, Perusahaan tidak memiliki limbah yang didaur ulang atau yang dialihkan dari pembuangan akhir. Tidak ada pengolahan akhir yang dilakukan oleh Pertamina Lubricants. Pengelolaan dilakukan oleh pihak ketiga beizin [306-4].

Tumpahan yang Terjadi [F.15] [306-3]

Pertamina Lubricants berkomitmen untuk menjaga lingkungan melalui pengelolaan distribusi produk yang baik. Di sepanjang tahun 2022, tidak terdapat tumpahan yang terjadi dalam distribusi dan transportasi produk oleh pemasok yang ditunjuk oleh Perusahaan.

Biaya Lingkungan Hidup [F.4]

Di sepanjang tahun 2022, Perusahaan telah mengeluarkan biaya program lingkungan sebesar Rp942.450.750. Jumlah ini meningkat dibandingkan tahun sebelumnya berbanding lurus dengan meningkatnya jumlah produksi.

During the reporting period, Pertamina Lubricants made various efforts to reduce hazardous and non-hazardous waste, including [306-2]:

- **Hazardous Waste**
The formation of flushing oil from the washing of pipes, tanks, filling machines and nozzles during product replacement results in a significant generation of hazardous waste. To control the formation of flushing oil, a flushing set point reduction program is carried out automatically in the filling line drum area with a solution/tool in the form of reblending flushing oil to optimize Meditran S40 products. Material efficient manufacturing through this program is changing components by modifying automatic control set point equipment in the flushing process with the method of limiting formation of mixed oils, hence can be reused and reduce the generation of hazardous waste. The application of this method during the reporting period succeeded in reducing the generation of hazardous waste in the form of mixed oil by 3.495 tons.
- **Non-hazardous Waste**
The reliability of equipment used in the production process is one of the crucial factors in production activities. One of frequent problems is the occurrence of jams/bottlenecking in the filling machine's bottle feeding system. Jam in the feeding system will cause the bottles to be squashed together so that there are reject bottles causing the packaging not to pass QC. To overcome these conditions, the Company's solution/tool is the Pneumatic Bottle Stopper (P-BOS) method. The application of this method during the reporting period succeeded in reducing the generation of non-hazardous solid waste by 0.079 tons.

Until the end of 2022, the Company has no waste that is recycled or diverted from final disposal. There is no final processing carried out by Pertamina Lubricants. The management is carried out by a licensed third party [306-4].

Environmental Costs [F.4]

Pertamina Lubricants is committed to protecting the environment through good product distribution management. Throughout 2022, there were no spills that occurred in the distribution and transportation of products by suppliers appointed by the Company.

Environmental Costs [F.4]

Throughout 2022, the Company has spent Rp942,450,750 on environmental programs, an increase compared to the previous year in direct proportion to the increase in production.

Alokasi Biaya Pengelolaan Lingkungan Hidup Tahun 2022

Allocation of Environmental Costs in 2022

Perihal Description	Jumlah (Rp) Amount (Rp-million)
Pengukuran Kualitas Air (Oil Catcher & Limbah Domestik) Water Quality Measurement (Oil Catcher and Domestic Waste)	355.734.000
Pengukuran Kualitas Udara Air Quality Measurement	311.120.000
Pengelolaan Limbah B3 Hazardous Waste Management	275.596.750
Jumlah Total	942.450.750

Perbandingan Biaya Pengelolaan Lingkungan Hidup Tahun 2020-2022

Comparison of Environmental Costs in 2020-2022

Perihal Description	2022	2021	2020	YoY 2021-2022 (%)
Biaya Lingkungan Hidup (Rp) Environmental Costs (Rp-million)	942.450.750	652.374.166	629.412.947	44,46 ↑

Pengaduan Terkait Lingkungan Hidup [F.16] [2-25]

Perusahaan memberikan akses kepada masyarakat maupun pemangku kepentingan lain, untuk menyampaikan pengaduan/keluhan terkait pengelolaan lingkungan. Pengaduan/keluhan dari masyarakat dapat disampaikan melalui Kantor Pusat di Jakarta, Dinas terkait, maupun langsung kepada Unit Produksi. Laporan maupun pengaduan yang disampaikan akan ditangani Fungsi HSSE pada Kantor Pusat, dan Fungsi HSSE pada masing-masing Unit Produksi.

Di sepanjang tahun 2022, tidak terdapat pengaduan/keluhan yang diterima Perusahaan terkait pencemaran lingkungan maupun masalah pengelolaan lingkungan lainnya dari pemangku kepentingan.

Environmental Complaints [F.16] [2-25]

The Company provides access to the public and other stakeholders to submit complaints/reports related to environmental management. Complaints/reports from the public can be submitted through the Head Office in Jakarta, related offices, or directly to the Production Unit. Reports and complaints submitted will be handled by the HSSE Function at Head Office, and the HSSE Function at each Production Unit.

Throughout 2022, there were no complaints/complaints received by the Company regarding environmental pollution or other environmental management issues from stakeholders.

TANGGUNG JAWAB PERUSAHAAN ATAS ASPEK KETENAGAKERJAAN SERTA KESEHATAN DAN KESELAMATAN KERJA (K3)

Corporate Responsibility on Employment and Occupational Health and Safety (OHS) Aspect

Pentingnya Ketenagakerjaan dan Kesehatan dan Keselamatan Kerja (K3) bagi Pertamina Lubricants [3-3]

Karyawan Pertamina Lubricants didefinisikan sebagai pekerja yang memiliki perjanjian kerja atau keterikatan langsung dengan Perusahaan, baik pekerja dengan Perjanjian Kerja Waktu Tidak Tertentu (PKWTT) maupun Perjanjian Kerja Waktu Tertentu (PKWT). Mereka berasal dari program rekrutmen Perusahaan, maupun yang diperbantukan Holding PERTAMINA. Sebagai bagian dari Perusahaan, pekerja terintegrasi ke dalam seluruh proses bisnis dan kegiatan operasi maupun produksi Perusahaan. Dengan demikian, aspirasi atau harapan dari pekerja tentunya sejalan dengan misi Perusahaan untuk dapat tumbuh dan berkembang secara berkelanjutan.

Pengelolaan SDM meliputi proses perencanaan, pemenuhan kebutuhan, seleksi dan program orientasi, penempatan, pengembangan, dan mutasi serta pemberhentian karyawan. Pengelolaan SDM dimaksudkan untuk memastikan Perusahaan memiliki sumber daya manusia unggul, yang dapat selaras dengan tujuan Perusahaan. Pengelolaan SDM di lingkup Perusahaan mengacu kepada Pedoman SDM PT Pertamina (Persero), mencakup namun tidak terbatas pada penyusunan strategi *Human Resources*, pengelolaan organisasi, pengelolaan sistem remunerasi, pembinaan dan pengembangan SDM, serta hubungan industrial.

Perusahaan berkomitmen meningkatkan kompetensi serta menerapkan pengembangan karir berdasarkan evaluasi kinerja setiap pekerja. Tahun 2022 Perusahaan merekrut 11 pekerja baru, dan menyelenggarakan 66.582 jam pelatihan yang diikuti 443 pekerja, serta memberikan promosi kepada 185 pekerja. Evaluasi pengelolaan dan pengembangan pekerja dilakukan berkesinambungan melalui mekanisme penilaian pemenuhan Indikator Kinerja Kunci (KPI) Fungsi *HR Development*.

Di samping itu, Perusahaan juga menempatkan Keselamatan dan Kesehatan Kerja (K3), dan Keamanan sebagai salah satu aspek penting dalam kegiatan operasi dan bisnis yang dijalankan. Pengelolaan K3 dan keamanan dilakukan untuk mendukung lingkungan kerja aman serta kesinambungan bisnis Pertamina Lubricants. Ketidakpatuhan terhadap K3 akan membahayakan keselamatan dan kesehatan pekerja, serta keamanan. Perusahaan menerapkan kebijakan Manajemen

The Importance of Employment and Occupational Health and Safety (OHS) for Pertamina Lubricants [3-3]

Pertamina Lubricants' employees are defined as workers who have a work agreement or direct attachment to the Company, both workers with Unspecified Time Work Agreement (PKWTT) and Specified Time Work Agreement (PKWT). They come from the Company's recruitment program, as well as those assisted by PERTAMINA Holding. As part of the Company, employees are integrated into all business processes and operations and production activities of the Company. Thus, the aspirations or expectations of employees are certainly in line with the Company's mission to grow and develop in a sustainable manner.

Human capital management includes the process of planning, fulfilling the needs, selection and orientation programs, placement, development, and mutation and termination of employees. Human capital management is intended to ensure that the Company has superior human capital that is aligned with the Company's objectives. The Company's human capital management refers to Human Capital Guidelines of PT Pertamina (Persero), including but not limited to preparing Human Capital strategies, organizational management, remuneration system management, coaching and development, and industrial relations.

The Company is committed to increasing competencies and carrying out career development based on the performance evaluation of each employee. In 2022, the Company recruited 11 new employees, and held 66,582 hours of training attended by 443 employees, and promoted 185 employees. Employee management and development evaluation is carried out continuously through an assessment mechanism for the fulfillment of the HR Development Function Key Performance Indicators (KPI).

In addition, the Company also places Occupational Safety and Health (OHS), and Security as one of the important aspects of its operations and business activities. OHS and security management is carried out to support safe work environment and business continuity of Pertamina Lubricants. Non-compliance with OHS will endanger the safety and health of workers, as well as security. The Company applies the Occupational Health Safety and Environmental Protection

Keselamatan Kesehatan Kerja dan Lindungan Lingkungan (MK3LL)/QHSSE pada seluruh kegiatan yang dijalankan. Komitmen Perusahaan melindungi keselamatan, kesehatan, dan keamanan pekerja, diwujudkan dengan menetapkan target nihil fatalitas, serta meningkatkan jam kerja selamat. Selama tahun 2022, Perusahaan telah mengidentifikasi risiko K3, dan melakukan mitigasi untuk mencegah insiden maupun penyakit akibat kerja (PAK), dengan menerapkan HSSE Golden Rules PERTAMINA. Evaluasi kinerja pengelolaan K3 dilaksanakan berdasarkan pencapaian target Indikator Kinerja Kunci (KPI), serta audit *Sustainability PERTAMINA Expectations For HSSE Management Excellence* (SUPREME). Berdasar hasil evaluasi tahun 2022 diketahui, tidak ada insiden bersifat fatal.

Kesetaraan Gender dan Kesempatan Kerja serta Anti Diskriminasi [F.18]

Perusahaan memberikan jaminan atas kesetaraan dan kesempatan kerja bagi setiap karyawan tanpa membedakan suku, ras dan agama. Perusahaan juga berkomitmen dalam memberikan kesempatan terhadap penyandang disabilitas, hal ini dilakukan dalam rangka mendukung pelaksanaan Pasal 53 Undang-Undang Republik Indonesia No. 8 Tahun 2016 tentang Penyandang Disabilitas.

Tidak terdapat insiden diskriminasi di lingkup Perusahaan yang terjadi pada periode pelaporan tahun 2022 [406-1].

Tenaga Kerja Anak dan Tenaga Kerja Paksa [F.19] [409-1]

Dalam pengelolaan pekerja, Pertamina Lubricants tunduk dan patuh terhadap Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan. Antara lain, usia minimal karyawan adalah 18 tahun, sedangkan jam kerja yang disepakati adalah 8 (delapan) jam 1 (satu) hari dan 40 jam 1 (satu) minggu untuk 5 (lima) hari kerja dalam 1 (satu) minggu, sesuai dengan pasal 77 Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan. Dengan menerapkan kebijakan tersebut, maka selama tahun pelaporan, tidak tercatat temuan kasus pekerja anak dan kerja paksa di lingkup Perusahaan.

Selain merujuk pada Undang-Undang Republik Indonesia No. 13 Tahun 2003, komitmen Perusahaan tidak mempekerjakan anak sejalan dengan Konvensi ILO No. 138/1973 tentang Batas Usia Minimum untuk Bekerja (*Minimum Age for Admission to Employment*), dan Konvensi ILO No. 182/1999 tentang Penghapusan Bentuk-Bentuk Pekerjaan Terburuk untuk Anak (*Elimination of the Worst Forms of Child Labour*). Sedangkan komitmen untuk tidak melakukan kerja paksa selaras dengan Konvensi ILO No. 29/1930 tentang Kerja Paksa atau Kerja Wajib (*Forced or Compulsory Labour*), dan Konvensi ILO No. 105/1957 tentang Penghapusan Kerja Paksa (*Abolition of Forced Labour*).

Management (MK3LL)/QHSSE policy in every activities. The Company's commitment to protecting the safety, health and security of employees is realized by setting a target of zero fatalities and increasing safe working hours. During 2022, the Company has identified OHS risks, and mitigated them to prevent incidents and occupational diseases (PAK), by implementing PERTAMINA's HSSE Golden Rules. OHS management performance evaluation is carried out based on the achievement of Key Performance Indicator (KPI) targets, as well as PERTAMINA Sustainability Expectations For HSSE Management Excellence (SUPREME) audit. Based on the 2022 evaluation results, no fatal incident was found.

Gender Equality, Employment Opportunity and Anti-Discrimination [F.18]

The Company guarantees equality and employment opportunities for every employee regardless of ethnicity, race and religion. The Company is also committed to providing opportunities for persons with disabilities, in order to support the implementation of Article 53 of Law of the Republic of Indonesia No. 8 of 2016 concerning Persons with Disabilities.

There were no incidents of discrimination within the Company that occurred in the 2022 reporting period [406-1].

Child Labor and Forced Labor [F.19] [409-1]

In managing its employees, Pertamina Lubricants is subject to and obedient to Law no. 13 of 2003 concerning Manpower. Among other things, the minimum age for employees is 18 years, while the agreed working hours are 8 (eight) hours 1 (one) day and 40 hours 1 (one) week for 5 (five) working days in 1 (one) week, in accordance with Article 77 Law No. 13 of 2003 concerning Manpower. By implementing this policy, during the reporting year, there were no findings of cases of child labor and forced labor within the scope of the Company.

Apart from referring to the Law of the Republic of Indonesia No. 13 of 2003, the Company's commitment not to employ children is in line with ILO Convention No. 138/1973 concerning Minimum Age for Admission to Employment, and ILO Convention No. 182/1999 concerning the Elimination of the Worst Forms of Child Labor. While the commitment not to do forced labor is in line with ILO Convention No. 29/1930 concerning Forced or Compulsory Labor, and ILO Convention No. 105/1957 concerning Abolition of Forced Labor.

Rekrutmen Karyawan dan Labor Turnover (LTO) [401-1]

Proses rekrutmen di Pertamina Lubricants terintegrasi dengan Pertamina Group di bawah arahan Fungsi *Manpower Planning & Recruitment* PT Pertamina (Persero). Tahapan rekrutmen di PTPL terdiri dari Tes Kecerdasan, Tes Kepribadian dan Bahasa Inggris, Wawancara Psikolog *Online*, Wawancara *User & Fungsi HC*, Wawancara *Top Management* (apabila dibutuhkan), *Medical Check Up* (MCU), kemudian dilanjutkan dengan proses Yudisium dan *onboarding* Pekerja Baru. Sebelum dilakukan pengangkatan, calon Pekerja akan mengikuti program PET (*Pre Employment Training*) bagi *Fresh Graduate* dan *probation period* bagi *Experienced Hire*. Beberapa metode untuk mendapatkan *sourcing* tersebut di atas adalah dengan membuka pengumuman dan pendaftaran melalui bursa tenaga kerja, web perusahaan atau web pihak ketiga yang bekerja sama dengan perusahaan, atau media massa dan media sosial yang relevan, kemudian dapat melalui lembaga jasa pengadaan Pekerja/*executive search firm*, dan *head hunter agency*.

Di tahun 2022, Perusahaan merekrut 11 karyawan baru, terdiri dari 4 laki-laki dan 7 perempuan. Dengan demikian jumlah seluruh karyawan ada 440 orang, terdiri dari 330 laki-laki (75%), dan 110 perempuan (25%). Seluruhnya ditempatkan di Indonesia, meliputi Kantor Pusat dan Jakarta (Plumpang), *Sales Region* I-VII, unit produksi dan DSP. Jumlah karyawan tahun 2022 meningkat 36 orang, atau 8,82% dari tahun 2021 sebanyak 404 orang karena berbagai hal.

Employee Recruitment and Labor Turnover (LTO) [401-1]

The recruitment process at Pertamina Lubricants is integrated with Pertamina Group under the direction of the Manpower Planning & Recruitment Function of PT Pertamina (Persero). Recruitment stages at Pertamina Lubricants consist of Intelligence Tests, Personality and English Tests, Online Psychologist Interviews, User & HC Function Interviews, Top Management Interviews (if needed), Medical Check Up (MCU), then proceed with the Yudisium process and New Employee onboarding. Prior to the appointment, prospective employees will take part in PET (*Pre-Employment Training*) program for Fresh Graduates and probation period for Experienced Hires. Some of the methods for obtaining the sourcing mentioned above are by opening announcements and registrations through job site, Company website or third-party website that work with the Company, or relevant mass media and social media, or through executive search firm and head hunter agency.

In 2022, the Company recruited 11 new employees, consisting of 4 males and 7 females. Thus total number of employees is 440 persons, consisting of 330 males (75%) and 110 females (25%). All of them are placed in Indonesia, including the Head Office and Jakarta (Plumpang), Sales Regions I-VII, production units and DSP. The number of employees in 2022 increased by 36 persons, or 8.82% from 404 persons in 2021 due to various reasons.

Jumlah Karyawan Baru Tahun 2022 Berdasarkan Jenis Kelamin
Number of New Employees in 2022 by Gender

Jenis Kelamin Gender	Jumlah Amount	Komposisi Composition (%)
Laki-laki Male	4	36,37
Perempuan Female	7	63,63
Jumlah Total	11	100,00

Untuk penghitungan tingkat perputaran karyawan diperoleh dari penghitungan *Labor Turnover* (LTO) yang diukur berdasarkan jumlah tenaga kerja yang berhenti bekerja dalam periode waktu tertentu. Selama tahun 2022 Perusahaan tidak melakukan pemutusan hubungan kerja (PHK), namun terdapat beberapa karyawan yang meninggalkan Pertamina Lubricants karena beberapa alasan. Secara keseluruhan tingkat perputaran karyawan (LTO) pada periode pelaporan adalah 3%. Nilai tersebut memperlihatkan tingkat retensi karyawan yang tinggi. Hal ini dikuatkan hasil survei pekerja tahun 2022 dengan hasil Indeks Kepuasan Pekerja 77%, yang termasuk klasifikasi tinggi.

The calculation of employee turnover rate is obtained from the calculation of Labor Turnover (LTO), which is measured based on the number of workers who stop working within a certain period of time. During 2022, the Company did not conduct any termination of employment (PHK), but there were several employees who left Pertamina Lubricants for several reasons. Overall employee turnover rate (LTO) in the reporting period is 3%. This value shows a high level of employee retention. This is corroborated by the results of 2022 employee survey with the results of an Employee Satisfaction Index of 77%, which is classified as high.

Tingkat Perputaran Karyawan
Employee Turnover Rate

Jumlah Pekerja Di Awal Tahun Number of Employees at the Beginning of the Year	Jumlah Pekerja Baru Number of New Workers	Mutasi Masuk Entry Mutation	Pergerakan Pekerja Worker Movement				Jumlah Pekerja Di Akhir Tahun Number of Employees at the End of the Year	Tingkat Turnover Pekerja (LTO) Employee Turnover Rate (LTO)
			Pensiun Pension	Undur Diri Resign	Meninggal Passed Away	Mutasi Keluar Exit Mutation		
404	43	6	1	2	0	10	440	2,84

Program Magang

Pada periode pelaporan, Pertamina Lubricants menyelenggarakan program magang (*internship*) bagi lulusan baru Sarjana. Program magang berlangsung selama 12 bulan, dan bertujuan mengenalkan dunia kerja, mengaplikasikan ilmu di perguruan tinggi dengan dunia kerja yang sesungguhnya dan memberikan *knowledge sharing* mengenai kinerja nyata di lapangan/industri. Total ada 5 pekerja magang dari 4 universitas. Mereka ditempatkan di berbagai fungsi di lingkungan Pertamina Lubricants.

Internship Program

During the reporting period, Pertamina Lubricants held internship program for new graduates. The internship program lasts for 12 months, and aims to introduce the world of work, apply knowledge in higher education to the real world of work and knowledge sharing regarding real performance in the field/industry. In total there are 5 interns from 4 universities, and they are placed in various functions within Pertamina Lubricants.

Pekerja Bukan Karyawan [2-8]

Pertamina Lubricants juga mempekerjakan pekerja lain, terdiri dari Tenaga Alih Daya (TAD) (*outsourcing* atau OS). Pekerja lain didefinisikan sebagai tenaga kerja yang bukan merupakan karyawan Perusahaan. Relasi ketenagakerjaan dengan pekerja lain didasarkan pada kontrak kerja yang telah disepakati dengan Perusahaan. Data pekerja lain diperoleh dari Fungsi *HR Development*, berdasarkan data individu pekerja lain yang tercatat per 31 Desember 2022. Jumlah pekerja lain pada tahun 2022 sebanyak 2.316 orang, bertambah 185 orang, atau 8,68% dari tahun 2021 sebanyak 2.131 orang.

Non-Employee Workers [2-8]

Pertamina Lubricants also employs other workers, consisting of Tenaga Alih Daya (TAD) and outsourced workers (OS). Other workers are defined as workers who are not employees of the Company. Employment relations with other workers are based on work contracts that have been agreed with the Company. Data for other workers was obtained from the Human Capital Development Function, based on individual data for other workers recorded as of December 31, 2022. The number of other workers in 2022 was 2,316 people, an increase of 185 people, or 8.68% from 2021 of 2,131 people.

Komposisi Pekerja Lain Bukan Karyawan
Composition of Other Non-Employee Workers

Pekerja Workers	2022 (orang) (person)	2021 (orang) (person)	2020 (orang) (person)	YoY 2021-2022 (%)
TAD/OS	2.316	2.131	2.293	8,68 ↑

Jumlah dan Komposisi Karyawan Pekerja Lain Bukan Karyawan Berdasarkan Gender
Number and Composition of Other Non-Employee Workers Based on Gender

Jenis Kelamin Gender	2022		2021		2020		YoY 2021-2022 (%)
	Jumlah (orang) Amount (person)	Komposisi Composition (%)	Jumlah (orang) Amount (person)	Komposisi Composition (%)	Jumlah (orang) Amount (person)	Komposisi Composition (%)	
Laki-laki Male	2.083	89,94	1.923	90,24	2.044	89,14	8,32 ↑
Perempuan Female	233	10,06	208	9,76	249	10,86	12,02 ↑
Jumlah Total	2.316	100,00	2.131	100,00	2.293	100,00	8,68 ↑

Jumlah dan Komposisi Pekerja Lain Bukan Karyawan Berdasarkan Penempatan/Wilayah Kerja Number and Composition of Other Non-Employee Workers Based on Placement/Work Area

Penempatan Placement	2022		2021		2020		YoY 2021-2022 (%)
	Jumlah (orang) Amount (person)	Komposisi Composition (%)	Jumlah (orang) Amount (person)	Komposisi Composition (%)	Jumlah (orang) Amount (person)	Komposisi Composition (%)	
Kantor Pusat Head Office	255	11,01	180	8,45	173	7,54	41,67 ↑
Jakarta (Plumpang)	63	2,72	57	2,67	62	2,70	10,53 ↑
Sales Region (I-VII)	367	15,85	635	29,80	516	22,50	(42,20) ↓
Unit Produksi dan DSP Production Unit and DSP	1.631	70,42	1.259	59,08	1.542	67,25	29,55 ↑
Jumlah Total	2.316	100,00	2.131	100,00	2.293	100,00	8,68 ↑

Rasio Kompensasi Tahunan dan Pemenuhan Upah Minimum Regional (UMR) [F.20]

Secara geografis, Perusahaan beroperasi di berbagai wilayah di Indonesia. Hal ini berpengaruh terhadap pemberian upah minimum bagi karyawan tetap baru. Perbedaan pemberian upah minimum karyawan tetap baru tergantung dengan wilayah kerja karyawan tersebut. Sesuai dengan Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, pemberian upah minimum diarahkan kepada pencapaian kebutuhan hidup layak bagi karyawan. Besaran upah minimum sangat tergantung dari masing-masing daerah, yang umumnya menyesuaikan dengan harga kebutuhan pokok, tingkat inflasi, standar kelayakan hidup, dan variabel lainnya.

Sesuai dengan Keputusan Menteri Tenaga Kerja dan Transmigrasi No. 226 Tahun 2000, pemberian upah di Perusahaan senantiasa memperhatikan Upah Minimum Provinsi (yang sebelumnya disebut dengan UMR Tingkat I) dan Upah Minimum Kabupaten/Kota (yang sebelumnya disebut dengan UMR Tingkat II). Berpatokan pada regulasi tersebut, sekaligus sejalan dengan komitmen untuk memberikan kesejahteraan kepada karyawan, maka Perusahaan memberikan upah kepada karyawan tetap baru minimal sama dengan upah *minimum* yang berlaku sesuai dengan wilayah operasional Perusahaan.

Annual Compensation Ratio and Fulfillment of Regional Minimum Wage (UMR) [F.20]

Geographically, the Company operates in a variety regions in Indonesia. This affects the provision of minimum wages for new permanent employees. The difference in minimum wage for new permanent employees depends on the employee's working area. In accordance with Law no. 13 of 2003 concerning Employment, the provision of minimum wage is directed at achieving the necessities of a decent life for employees. The amount of minimum wage is highly dependent on each region, which generally adjusts to the price of basic necessities, inflation rate, standard of living eligibility, and other variables.

In accordance with the Decree of Minister of Manpower and Transmigration No. 226 of 2000, remuneration in the Company always pays attention to the Provincial Minimum Wage (previously referred to as Level I UMR) and District/City Minimum Wage (previously referred to as Level II UMR). Referring to these regulations, as well as in line with the commitment to provide welfare to employees, the Company pays wages to new permanent employees at least the same as applicable minimum wage in accordance with the Company's operational areas.

Rasio Standar Upah Terendah Karyawan Tetap di Tingkat Terendah Dibandingkan dengan Upah Minimum Provinsi (UMP) Lowest Standard Wage Ratio for Permanent Employees at Lowest Level Compared to Provincial Minimum Wage (UMP)

Lokasi Location	Imbalan Jasa Karyawan Tetap di Tingkat Terendah (Rp) Permanent employee benefits at lowest level	Upah Minimum Provinsi Provincial Minimum Wage (Rp)	Rasio Ratio (%)
Sumatera Utara North Sumatra	7.740.000	2.522.609	32,59
Sumatera Selatan South Sumatra	7.603.000	3.144.446	41,36
DKI Jakarta	7.893.000	4.600.000	58,28

Lokasi Location	Imbalan Jasa Karyawan Tetap di Tingkat Terendah (Rp) Permanent employee benefits at lowest level	Upah Minimum Provinsi Provincial Minimum Wage (Rp)	Rasio Ratio (%)
Jawa Tengah Central Java	7.478.000	1.812.935	24,24
Jawa Timur East Java	7.740.000	1.891.567	24,44
Kalimantan Timur East Kalimantan	7.893.000	3.014.497	38,19
Sulawesi Selatan South Sulawesi	7.740.000	3.165.876	40,90
Rata-Rata Average	7.726.714	2.878.847	37,26

Yang dimaksud karyawan tetap di tingkat terendah pada tabel di atas adalah PKWTT dengan *Pertamina Reference Level* (PRL) 10. Penghasilan rata-rata karyawan tetap di tingkat terendah adalah sebesar 37,26% lebih besar dari upah minimum provinsi yang berlaku, baik untuk pegawai laki-laki maupun perempuan. Rasio remunerasi antara karyawan laki-laki dan perempuan pada jabatan yang sama adalah 1:1 [405-2].

Pertamina Lubricants menerapkan standarisasi sistem penilaian dan pemberian imbal jasa pekerjaan (remunerasi) yang adil dan berbasis kinerja.

Tunjangan bagi Pekerja

Sesuai Peraturan Perusahaan, remunerasi yang diberikan dibedakan atas Pekerja Waktu Tidak Tertentu PKWTT, dan Pekerja Waktu Tertentu PKWT. Komponen dalam imbal jasa pekerjaan yang diberikan kepada seluruh karyawan adalah jaminan kesehatan, jaminan kecelakaan kerja (JKK), jaminan kematian, jaminan hari tua (JHT), cuti melahirkan, dan tunjangan hari raya (THR). Komponen lain dalam imbal jasa pekerjaan yang hanya diberikan kepada pekerja tetap adalah program pensiun, dan asuransi jiwa. Perusahaan tidak memiliki kebijakan pemberian imbal jasa pekerjaan dalam bentuk opsi kepemilikan saham [401-2].

Program Pensiun bagi Pekerja [404-2]

Program Pensiun ditujukan bagi pekerja yang telah melaksanakan tugasnya dengan baik di Perusahaan sampai dengan usia 55 (lima puluh lima) tahun lebih 6 (enam) bulan dengan masa kerja minimal 15 (lima belas) tahun dan diputuskan hubungan kerjanya pada akhir bulan usia 56 tahun. Dalam hal Pekerja yang diputus hubungan kerjanya dengan status pensiun mendapatkan beberapa *benefit*, yaitu:

1. PAP (Pesangon atas Pengabdian) yang diatur dalam PKB II Pertamina Lubricants Pasal 97 ayat (4);
2. Uang Penggantian Hak yang diatur dalam PKB II Pertamina Lubricants Pasal 97 ayat (3);
3. Bantuan fasilitas layanan kesehatan pensiunan; dan
4. Manfaat pensiun sesuai dengan Peraturan Dana Pensiun yang berlaku.

What is meant by permanent employees at lowest level in the table above are PKWTT with Pertamina Reference Level (PRL) 10. The average income of permanent employees at lowest level is 37.26% higher than the applicable provincial minimum wage, both for male and female employees. The remuneration ratio between male and female employees in the same position is 1:1 [405-2].

Pertamina Lubricants applies a standardized appraisal system and provides fair and performance-based remuneration.

Benefits for Workers

In accordance with the Company Regulations, the remuneration given is differentiated for Indefinite Time Worker PKWTT and Specified Time Worker PKWT. Components in the benefits provided to all employees are health insurance, work accident insurance (JKK), life insurance, old age insurance (JHT), maternity leave, and holiday allowances (THR). Other components in employment benefits that are only provided to permanent workers are pension plan and life insurance. The Company does not have a policy of providing employment benefits in the form of stock option plan [401-2].

Retirement Program [404-2]

The Pension Program is aimed at employees who have worked properly in the Company up to the age of 55 (fifty five) years plus 6 (six) months with a minimum work period of 15 (fifteen) years, and have had their employment terminated at the end of the month of age 56 years. In the case of employees whose employment relationship is terminated with retirement status, they receive several benefits:

1. PAP (Severance for Dedication) regulated in PKB II Pertamina Lubricants Article 97 paragraph (4);
2. Money for Compensation of Rights regulated in PKB II Pertamina Lubricants Article 97 paragraph (3);
3. Assistance for retired health care facilities; And
4. Pension benefits in accordance with applicable Pension Fund Regulations.

Untuk persiapan bagi pekerja yang akan memasuki masa pensiun, Perusahaan memberikan *benefit* kepada pekerja tersebut diberikan kesempatan menentukan pilihan untuk menjalani MPPK selama 6 (enam) bulan atau tidak menjalani MPPK selama 6 (enam) bulan apabila memenuhi persyaratan sebagaimana diatur dalam PKB II Pertamina Lubricants Pasal 53 ayat (2).

Cuti Melahirkan [401-3]

Pertamina Lubricants mengatur kebijakan mengenai cuti melahirkan bagi pekerja wanita. Hal tersebut diatur dalam Perjanjian Kerja Bersama (PKB) II Pertamina Lubricants Pasal 34 ayat (6). Pekerja wanita yang hamil diberikan istirahat selama 1,5 (satu setengah) bulan sebelum melahirkan menurut perhitungan dokter kandungan atau bidan. Dan selama 1,5 (satu setengah) bulan setelah melahirkan.

Jumlah karyawan perempuan yang mengambil cuti dan kembali bekerja, serta jumlah karyawan pria yang mengambil cuti untuk mendampingi istrinya yang melahirkan selama tahun 2022 disajikan dalam tabel berikut.

To prepare employees who are about to enter retirement age, the Company gives them an opportunity to choose whether to undergo MPPK for 6 (six) months or not undergo MPPK for 6 (six) months if they meet the requirements as stipulated in PKB II Pertamina Lubricants Article 53 paragraph (2).

Maternity Leave [401-3]

Pertamina Lubricants regulates policies regarding maternity leave for female employees, as regulated in the Collective Labor Agreement (PKB) II of Pertamina Lubricants Article 34 paragraph (6). Pregnant women employees are given a break of 1.5 (one and a half) months before giving birth according to the calculations of the obstetrician or midwife. And for 1.5 (one and a half) months after giving birth.

The number of female employees who took leave and returned to work, as well as the number of male employees who took time off to accompany their wives who gave birth during 2022 is presented in the following table.

Cuti bagi Karyawan Tahun 2022
Leave for Employees in 2022

Cuti Leave	Pria Male	Wanita Female	Jumlah Amount
Jumlah karyawan yang berhak atas cuti melahirkan Number of employees entitled to maternity leave	218	50	268
Jumlah karyawan yang mengambil cuti melahirkan Number of employees taking maternity leave	16	7	23

Rata-rata Jam dan Biaya Pendidikan dan Pelatihan [F.22]

Pada tahun 2022 Perusahaan mengikutsertakan seluruh SDM pada semua tingkatan dalam berbagai program keahlian dan kompetensi, yang terbagi menjadi beberapa kategori [404-2]:

- Leadership/Managerial**
People Leader Development Program, Pelatihan Team Leadership, Pelatihan Leading People Through Change, Leader Forum Digital Transformation, Pelatihan & Pembekalan Online Kompetensi SLAS: Business Leader Upskilling for Great Performance dan Leadership HSSE Mandatory.
- Technical/Functional**
Pelatihan dan Sertifikasi Manager Energi, Pelatihan dan Sertifikasi Pengelolaan Limbah Bahan Berbahaya dan Beracun, Lubrizol Advance Training: Fluid Technology and Applications Virtual training for Southeast Asia, Advanced Marketing Experience Marketers, Finnon: Understanding Financial Statement, Tindakan Koreksi Terhadap Hasil Uji, Certified Human Resource Manager.

Average Hours and Costs of Education and Training [F.22]

In 2022 the Company enrolled all human capital of all levels in various skills and competency programs, which are divided into several categories [404-2]:

- Leadership/Managerial**
People Leader Development Program, Team Leadership Training, Leading People Through Change Training, Digital Transformation Forum Leaders, SLAS Competency Online Training & Debriefing: Business Leader Upskilling for Great Performance and Leadership HSSE Mandatory.
- Technical/Functional**
Energy Manager Training and Certification, Hazardous and Toxic Waste Management Training and Certification, Lubrizol Advance Training: Fluid Technology and Applications Virtual training for Southeast Asia, Advanced Marketing Experience Marketers, Finnon: Understanding Financial Statement, Corrective Action on Test Results, Certified Human Resource manager.

Perusahaan memberikan kesempatan sama dan setara kepada setiap pekerja untuk mengikuti dan menjadi peserta pendidikan/pelatihan. Pada periode pelaporan, Perusahaan menyelenggarakan 66.582 jam pelatihan yang diikuti 443 peserta, yang dapat dibedakan berdasar *gender*, dan tingkat jabatan. Total jam pelatihan termasuk sertifikasi, serta pelatihan terkait keselamatan dan kesehatan kerja (K3).

The Company gives even and equal opportunities for all employees to participate and become participants in education/training. During the reporting period, the Company organized 66,582 hours of training attended by 443 participants, which can be distinguished by gender and position level. Total training hours including certification, as well as training related to occupational safety and health (OHS).

Rata-rata Jam Pelatihan [404-1] Average Training Hours

Kelompok Usia	Jumlah Karyawan (orang) Number of employees (person)			Jam Pelatihan (jam) Training Hours (hours)			Rata-rata Jam Pelatihan setiap Karyawan (jam/orang) Average Training Hours for each Employee (hours/person)		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Berdasarkan Jenis Kelamin Based on Gender									
Laki-laki Male	330	319	329	49.094	101.122	30.926	148,77	317,00	94,00
Perempuan Female	110	89	91	17.488	29.476	9.954	158,98	331,19	109,38
Jumlah Total	440	408	420	66.582	130.598	40.880	151,32	320,09	97,33
Berdasarkan Kategori Jabatan Karyawan Based on Employee Job Category									
Manajemen Eksekutif Executive Management	20	16	27	2.729	2.678	3.808	136,45	167,38	141,04
Staf Staff	420	392	393	63.853	127.920	37.072	152,03	186,29	94,33
Jumlah Total	440	408	420	66.582	130.598	40.880	151,32	185,55	97,33

Untuk penyelenggaraan pengembangan kompetensi karyawan, sepanjang tahun 2022 Perusahaan telah mengeluarkan anggaran sebesar Rp4.870.991.604,00.

For employee competency development, throughout 2022, the Company has incurred a budget of Rp4,870,991,604.00.

Biaya Pendidikan dan Pelatihan bagi Karyawan Education and Training Costs for Employees

Perihal Description	2022	2021	2020	YoY 2021-2022 (%)	
Realisasi Biaya Pendidikan dan Pelatihan (Rp-juta) Realization of Education and Training Costs (Rp-million)	4,87	6,67	5,20	(65,67)	↓
Rata-rata Biaya pelatihan per karyawan (Rp-juta/orang) Average training cost per employee (Rp-million/person)	2,87	3,14	2,25	(8,60)	↓

Integrated Lubricants Management Academy (ILMA)

Komitmen Perusahaan meningkatkan kompetensi dan kapabilitas pekerja didukung *Integrated Lubricants Management Academy* (ILMA), lembaga pelatihan terkait pelumas dan pelumasan, baik untuk karyawan maupun pelanggan. Selama tahun 2022 ILMA menyelenggarakan 18 kegiatan pendidikan/pelatihan.

Integrated Lubricants Management Academy (ILMA)

The Company's commitment to increasing employee competency and capability is supported by the Integrated Lubricants Management Academy (ILMA), a training institute related to lubricants and lubrication, both for employees and customers. During 2022, ILMA held 18 educational/training activities.

Pelatihan dan Sertifikasi bagi TAD [2-8]

Perusahaan juga memberikan pelatihan dan sertifikasi bagi TAD untuk meningkatkan kompetensi yang dimiliki. Selama tahun 2022, jumlah TAD yang mengikuti pelatihan dan sertifikasi ada 831 orang, dengan total jam pelatihan sebanyak 3770 jam.

Penilaian Kinerja dan Pengembangan Karier Pekerja

Pertamina Lubricants menggunakan kebijakan dan sistem penilaian kinerja pekerja, sesuai yang berlaku di PERTAMINA. Terdapat beberapa kriteria yang menjadi penilaian.

1. *Key Performance Indicator (KPI)*
KPI adalah target kinerja yang merupakan turunan dari target yang diberikan kepada Perusahaan oleh Pemegang Saham. KPI dipantau dan dilaporkan setiap triwulan.
2. *Individual Goal Setting (IGS)*
IGS adalah target pencapaian individu pekerja berdasarkan ukuran keterlibatan yang telah ditetapkan Fungsi HR PERTAMINA, terdiri atas empat target kerja, yaitu KPI Individu, HSSE *Objective*, *Development Commitment*, dan *Community Involvement*. IGS dipantau setiap semester (*mid-year* dan *end-year*).
3. *Performance Management System (PMS)*
PMS adalah sistem daring perencanaan, pembelajaran, pengembangan dan penilaian pekerja PERTAMINA yang terdapat dalam aplikasi i-AM, dan berfungsi sebagai media pekerja untuk melaporkan semua capaian kerjanya beserta *evidence*. PMS juga berfungsi sebagai media untuk atasan dalam melakukan penilaian dan melaporkan hasil *coaching* kinerja para bawahannya. Siklus penilaian pada sistem PMS dilakukan setiap semester, tengah, dan akhir tahun.

Sistem pengembangan karir pekerja di lingkup Pertamina Lubricants mengacu pada sistem di PERTAMINA. Perusahaan memiliki Dewan Pembina Karier Pekerja (DPKP) yang ditetapkan berdasar SK Direktur, dan bertugas melakukan pembinaan karir pekerja meliputi promosi & mutasi pekerja, serta pembuatan rencana suksesi berdasarkan *Successor list/Talent Pool*. Berdasarkan hasil penilaian kinerja dan pengembangan karir, selama periode pelaporan Perusahaan telah melakukan promosi jabatan bagi 185 pekerja, terdiri 155 laki-laki, dan 30 perempuan. Pada periode pelaporan tidak ada pekerja yang mendapat sanksi demosi.

Indeks Keterikatan Karyawan

Pekerja memiliki kontribusi besar dalam penciptaan nilai dari proses bisnis Perusahaan melalui loyalitas dan dedikasi, sehingga penting untuk menjaga kepuasan dan keterikatan kerja mereka. Secara berkala Perusahaan melakukan survei untuk mengetahui kepuasan kerja dan keterikatan pekerja. Pelaksanaan survei juga menjadi media bagi pekerja untuk menyampaikan pendapat dan persepsi mengenai dimensi-dimensi penting pengelolaan organisasi terkait kepuasan (*satisfaction*) dan keterikatan (*engagement*).

Training and Certification for TAD [2-8]

The Company also provides training and certification for TAD to improve their competencies. During 2022, the number of TAD who participated in training and certification was 831 people, with a total of 3770 hours of training.

Employee Performance Appraisal and Career Development

Pertamina Lubricants uses employee performance appraisal policies and systems, in accordance with those applicable at PERTAMINA. There are several criteria to be assessed.

1. *Key Performance Indicators (KPI)*
KPI is a performance target as derivative of the target given to the Company by the Shareholders. KPIs are monitored and reported quarterly.
2. *Individual Goal Setting (IGS)*
IGS is the achievement target of individual employees based on the size of involvement that has been set by PERTAMINA's HR Function, consisting of four work targets, namely Individual KPI, HSSE *Objective*, *Development Commitment*, and *Community Involvement*. IGS is monitored every semester (*mid-year* and *end-year*).
3. *Performance Management System (PMS)*
PMS is an online system for planning, learning, developing and evaluating PERTAMINA employees contained in the i-AM application, and functions as a media for employees to report all their performance achievements along with evidence. PMS also functions as a medium for superiors to evaluate and report the results of their subordinates' coaching. The assessment cycle in the PMS system is carried out every semester, middle and end of the year.

Employee career development system within the scope of Pertamina Lubricants refers to PERTAMINA system. The Company has a Worker's Career Advisory Board (DPKP) which is determined based on a Board of Director's Decree, and is tasked with carrying out employee career development including employee promotions & transfers, as well as making succession plans based on the Successor list/Talent Pool. Based on the results of performance appraisal and career development, during the reporting period the Company promoted 185 employees, consisting of 155 males and 30 females. In the reporting period, there were no employees who received demotion sanctions.

Employee Engagement Index

Employees have a major contribution in creating value from the Company's business processes through loyalty and dedication, hence maintaining their satisfaction and engagement is important. Periodically, the Company conducts survey to identify job satisfaction and employee engagement. The survey also serves as a medium for employees to convey opinions and perceptions regarding important dimensions of organizational management related to satisfaction and engagement.

Tahun 2022 Perusahaan hanya melakukan Survei *Employee Satisfaction Index* (ESI), yang diadaptasi dari survei yang dilaksanakan *Society for Human Resources Management* (SHRM). Perusahaan tidak melakukan survei *Employee Engagement Index* (EEI) yang diadaptasi dari *Institute of Employment Studies*, karena akan disesuaikan dengan survei Budaya Korporasi (*Corporate Culture*). Hasil survei ESI memperlihatkan tingkat kepuasan pekerja mencapai 77%, dengan kategori Puas.

In 2022 the Company only conducted an Employee Satisfaction Index (ESI) Survey, which is adapted from a survey conducted by the Society for Human Resources Management (SHRM). The Company did not conduct Employee Engagement Index (EEI) survey adapted from the Institute of Employment Studies, because it will be adjusted to the Corporate Culture survey. The results of ESI survey show that the level of employees' satisfaction reaches 77%, in the Satisfied category.

Hasil Survei *Employee Engagement Index* (EEI) Results of Employee Engagement Index (EEI) Survey

Perihal Description	2022	2021	2020
Indeks Index		Tidak Dilaksanakan*	
Hasil (%) Result (%)	81,40		87,8
Kategori Category	Tinggi		Tinggi
Nilai Score			
Hasil Result	4,07		4,4
Kategori Category	Engaged		Engaged

Kategori Penilaian | Rating Category

Nilai: 0-1,75 (*Disengaged*) | 1,75-3,75 (*Somewhat Engaged*) | 3,75-5 (*Engaged*) Indeks: <45% (Rendah) | 45%-65% (Sedang) | >65% (Tinggi)

*Survei EEI tidak dilaksanakan karena akan disesuaikan dengan survei *corporate culture*.

Grades: 0-1.75 (*Disengaged*) | 1.75-3.75 (*Somewhat Engaged*) | 3.75-5 (*Engaged*) Index: <45% (Low) | 45%-65% (Medium) | >65% (High)

* EEI survey was not be carried out because it will be adjusted to the corporate culture survey.

Hasil Survei *Employee Engagement Index* (EEI) Results of Employee Satisfaction Index (ESI) Survey

Perihal Description	2022	2021	2020
Hasil (%) Result (%)	77	66,6	79,7
Kategori Category	Puas	Puas	Puas

Kategori Penilaian | Rating Category

Indeks: 0%-19,99% (Sangat Tidak Puas) | 20%-39,99% (Tidak Puas) | 40%-59,99% (Netral) | 60%-79,99% (Puas) | 80%-100% (Sangat Puas)

Index: 0%-19.99% (Highly Dissatisfied) | 20%-39.99% (Not Satisfied) | 40%-59.99% (Neutral) | 60%-79.99% (Satisfied) | 80 %-100% (Very Satisfied)

Perjanjian Perundingan Kolektif dan Hubungan Industrial [2-30]

Pertamina Lubricants mengakui keberadaan 1 (satu) Serikat Pekerja, yaitu Serikat Pekerja Pertamina Lubricants (SPPL), yang telah dicatatkan pembentukannya tersebut pada Suku Dinas Tenaga Kerja & Transmigrasi Jakarta Pusat dengan nomor bukti pencatatan No. 737/SP/JP/F/2019 tanggal 3 Januari 2019. Dengan telah resmi dibentuk Serikat Pekerja tersebut, maka SPPL dapat mewakili pekerja dalam melakukan perundingan Perjanjian Kerja Bersama (PKB) dengan pihak Perusahaan. Sampai dengan saat ini Perusahaan dan pihak SPPL telah melakukan 2 (dua) kali perundingan PKB. Adapun PKB yang

Collective Bargaining Agreement and Industrial Relations [2-30]

Pertamina Lubricants acknowledges the existence of 1 (one) Employee Union, namely Pertamina Lubricants Employee Union (SPPL), whose formation has been registered at the Central Jakarta Manpower & Transmigration Sub-agency with registration proof number No. 737/SP/JP/F/2019 dated January 3, 2019. With the union officially formed, SPPL can represent employees in negotiating a Collective Labor Agreement (PKB) with the company. Until now, the Company and SPPL have conducted 2 (two) PKB negotiations. The PKB currently in effect within the Company is PKB II for 2022-2024 period which

berlaku saat ini di lingkungan Perusahaan, yaitu PKB II Periode 2022-2024 yang telah ditandatangani oleh kedua belah pihak, baik pihak Perusahaan maupun SPPL pada tanggal 10 Maret 2022 yang akan berakhir pada tanggal 10 Maret 2024 [407-1].

Perusahaan dan SPPL berencana akan melakukan pembentukan Lembaga Kerja Sama (LKS) Bipartit pada tahun 2023 sebagai wadah komunikasi dan koordinasi antara Perusahaan dengan SPPL, di mana program dari LKS Bipartit ini tidak hanya mencakup topik ketenagakerjaan namun juga terkait kelangsungan Perusahaan pula, terutama jika terdapat adanya perubahan operasional yang signifikan yang dapat berpengaruh besar terhadap pekerja [402-1].

Berdasarkan PKB II Periode 2022-2024 yang berlaku saat ini, diatur juga tentang hak-hak pekerja terkait K3 dalam Pasal 21-39, diantaranya mengatur waktu kerja, perlindungan kesehatan dan keselamatan kerja melalui alat-alat keselamatan dan perlengkapan kerja, mendapatkan pengenalan dan penjelasan dari Perusahaan tentang potensi bahaya dan risiko dari pekerjaan dan lingkungan kerjanya serta peraturan keselamatan kerja dan kondisi darurat yang mungkin terjadi. Diatur juga bahwa Perusahaan menanggung seluruh biaya pengobatan dan perawatan pekerja yang mendapat kecelakaan kerja serta menjamin anak pekerja yang orang tuanya meninggal dunia akibat kecelakaan kerja bukan karena kesengajaan Pekerja yang bersangkutan tetap menerima pelayanan Kesehatan.

Perusahaan juga berkomitmen untuk memberikan informasi yang transparan dan efektif kepada seluruh pekerja. Perusahaan menginformasikan jika terdapat mutasi/pemindahan pekerja yang bersangkutan dari lokasi/jabatan lama ke lokasi/jabatan baru, sebagaimana diatur dalam Pasal 64 PKB II Periode 2022-2024 perihal Pemindahan. Dalam pasal tersebut, diatur bahwa seorang pekerja yang akan dipindahkan akan diberitahukan dalam kurun waktu sekurang-kurangnya 15 (lima belas) hari kalender sebelum Surat Perjalanan Dinas (SPD) tidak kembali dibuat. Demikian juga dalam Pasal 78 perihal Penyelesaian Keluhan, diatur tata cara serta matriks dalam penyelesaian keluhan pekerja, yang mana penyelesaian tersebut diselesaikan secara bertingkat, apabila pada tingkat I (atasan langsung/SPPL) tidak dapat terselesaikan dalam kurun waktu 14 (empat belas) hari kerja, maka dapat diteruskan ke tingkat II (atasan lebih tinggi disampaikan secara tertulis dengan tembusan Fungsi SDM), apabila tidak terselesaikan dalam kurun waktu 14 (empat belas) hari kerja, maka diteruskan penyelesaian keluhannya pada tingkat akhir paling lama 14 (empat belas) hari kerja [402-1].

Per Desember 2022, jumlah pekerja yang menjadi anggota SPPL sebanyak 363 pekerja dari 436 pekerja atau sebesar 83,25% [403-8].

was signed by both parties, both the Company and SPPL on March 10, 2022 and will end on March 10, 2024 [407-1].

The Company and SPPL is planning to establish a Bipartite Cooperation Institution (LKS) in 2023 as a forum for communication and coordination between the Company and SPPL, where the program from LKS Bipartite does not only cover employment topics but also relates to the continuity of the Company as well, especially if there is significant operational changes that can have major impact on employees [402-1].

PKB II for 2022-2024 period that is currently in effect also regulates employees' rights related to OSH in Articles 21-39, including setting working time, protecting occupational health and safety through safety tools and work equipment, getting an introduction and explanation from the Company regarding the potential hazards and risks of work and work environment as well as work safety regulations and emergency conditions that may occur. It also regulates that the Company assumes all costs of medical treatment and care for employees who are involved in work accidents and guarantees that children of employees whose parents passed away as a result of undeliberately work accidents continue to receive health services.

The Company is also committed to providing transparent and effective information to all employees. The Company will inform regarding employees' transfer from old location/position to a new location/position, as stipulated in Article 64 PKB II for 2022-2024 period regarding Transfers. In that article, it is stipulated that an employee who will be transferred will be notified at least 15 (fifteen) calendar days before the Official Travel Letter (SPD) is made. Likewise in Article 78 regarding Complaint Resolution, the procedures and matrix for resolving employee's complaints are regulated, in which the settlement is resolved in stages, if at level I (direct supervisor/SPPL) cannot be resolved within 14 (fourteen) working days, then it can be forwarded to level II (higher superior) and submitted in writing with a copy to the HR Function), if it is not resolved within 14 (fourteen) working days, then the complaint will be forwarded to the final level no later than 14 (fourteen) working days [402-1].

As of December 2022, the number of employees who were members of SPPL was 363 out of 436 employees or 83.25% [403-8].

Lingkungan Kerja yang Layak dan Aman [F.21]**Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) [403-1; 403-10]**

Pengelolaan K3 mengacu pada kebijakan MK3LL/QHSSE PT Pertamina (Persero), serta menjadi kepatuhan regulasi yang berlaku di Indonesia. Perusahaan telah memiliki sertifikasi ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), sebagai standar internasional pengelolaan K3. Pertamina Lubricants juga menerapkan audit SUPREME sebagai alat ukur pengelolaan K3 berdasarkan praktik-praktik HSSE terbaik berkelas dunia secara terstruktur dan sistematis di Pertamina Lubricants.

Penerapan MK3LL/QHSSE meliputi seluruh tahapan kegiatan Perusahaan, dan melibatkan semua lini mulai dari pimpinan, manajemen, pekerja, pelanggan, kontraktor dan pihak ketiga lainnya yang terkait dengan kegiatan Pertamina Lubricants. Tujuannya untuk mencegah terjadinya kecelakaan, kebakaran, penyakit akibat kerja (PAK), pencemaran lingkungan, gangguan keamanan dan gangguan terhadap masyarakat akibat kegagalan operasi.

Struktur Tata Kelola SMK3

Berdasarkan peraturan, Pertamina Lubricants telah memenuhi kewajiban untuk membentuk P2K3, berikut merupakan struktur organisasi dan anggota P2K3 di Pertamina Lubricants:

Decent and Safe Work Environment [F.21]**Application of Occupational Health and Safety Management System (OHSMS) [403-1; 403-10]**

OHS management refers to MK3LL/QHSSE policy of PT Pertamina (Persero), as well as complying with regulations in force in Indonesia. The Company already has an ISO 45001:2018 Occupational Safety and Health Management System (OHSMS) certification, as an international standard for OHS management. Pertamina Lubricants also implements SUPREME audit as a measuring tool for OHS management based on world class best HSSE practices in a structured and systematic manner at Pertamina Lubricants.

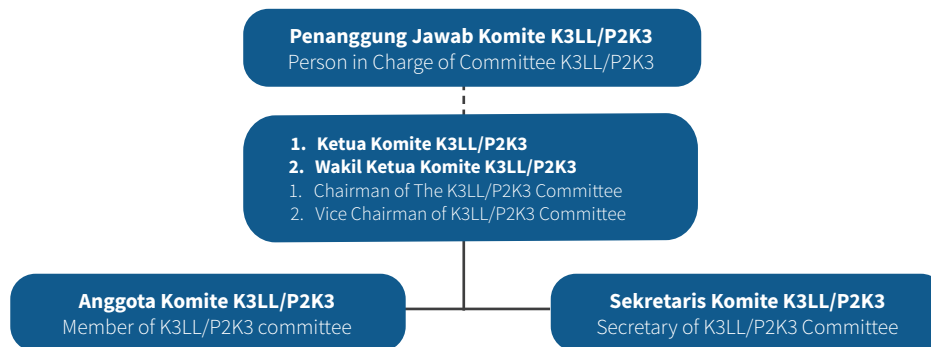
The application of MK3LL/QHSSE covers all stages of the Company's activities, and involves all lines from leaders, management, workers, customers, contractors and other third parties related to Pertamina Lubricants' activities. The aim is to prevent accidents, fires, occupational diseases (PAK), environmental pollution, security disturbances and disturbances to the community due to operational failures.

OHSMS Governance Structure

Based on regulations, Pertamina Lubricants has fulfilled the obligation to form OHS Committee, and the following is the organizational structure and members of OHS Committee at Pertamina Lubricants:

Struktur Organisasi Komite K3LL/P2K3 Pertamina Lubricants

OHSE/P2K3 Committee Organizational Structure Pertamina Lubricants



Susunan Keanggotaan Komite K3LL/P2K3 Pertamina Lubricants

Membership Composition of Pertamina Lubricants K3LL/P2K3 Committee

Penanggung Jawab Insurer Responsible	Direktur Utama President Director	Werry Prayogi	12360282
Ketua Chairman	VP Production	Uut Hestiwidati	741647
Wakil Ketua Vice Chairman	Manager HSSE	Ika Kurniasari	744644
Sekretaris (AK3 Umum) Secretary (AK3 General)	1. Denisa Diviana 2. Linda Susanti	<i>Analyst Fire & Safety</i> <i>Officer Regional Operational Distribution I</i>	39010026 39010076
Anggota Member	1. Hotasi Soritua N 2. Novianti 3. Gristiana Festi 4. Siti Nurfitriana 5. Raden Muhsin B 6. Ifan Sri Widodo 7. Rudiono Kamaludin Prasetyo 8. Arnita Gichikasari 9. Yudhistira Maksum 10. Desiana Mulyawardani 11. Eki Dinar R. 12. Nur Anggita Ayu D. 13. M. Subhan Amrullah 14. Agus Sulistiono 15. Zarkasih Latip 16. Fadli Alexander 17. Rissabela Putri R 18. Eko Budiarto 19. Dody Arief Aditya 20. Setyo Nugroho 21. Prasetyo Budi 22. Nurudin 23. Adi Cahyono 24. Gunawan Ari W.	Senior Audit Finance & Support Audit BOD BOC Support Legal Counsel SBD Analyst Quality Improvement Quality Engineer Officer Engineering Jr. Tech. Spec. Rotating Eq. & Gas Eng. Supervisor IR / OS Management Analyst Procurement Senior Supervisor General Services Sr. Analyst HSE MS & Audit Analyst Strategic Planning Senior CSR Officer Manager ROD I Manager ROD II Strategic Planning & Business Development Manager Manager Customer Care & Complain Management Manager Channel Management Manager Production Unit Jakarta Manager Production Unit Gresik Manager Production Unit Cilacap Manager Quality Assurances Lab Head Product Development Laboratorium Head Oil Clinic	751720 59010510 751947 39010233 745937 745076 39010045 39010153 39010018 39010145 750454 12360232 39010202 727497 39010150 59010445 749747 746627 747820 748619 744908 39010139 745073 749724

TUGAS DAN TANGGUNG JAWAB KOMITE P2K3**Tugas Dan Tanggung Jawab****Ketua**

1. Memimpin rapat P2K3 Pertamina Lubricants
2. Menentukan langkah, kebijakan demi tercapainya pelaksanaan SMK3LL dan Kegiatan Pembinaan aspek HSSE bagi semua pekerja, mitra kerja dan pihak terkait lainnya.
3. Mempertanggungjawabkan program-program & pelaksanaan P2K3.
4. Memonitor dan mengevaluasi pelaksanaan program-program kegiatan P2K3
5. Mengelola partisipasi dan konsultasi mengenai aspek HSSE dari Pekerja dan Mitra Kerja, antara lain evaluasi HIRADC
6. Memberikan penilaian dan pertimbangan kepada Manajemen dalam proses pemberian *reward* dan *punishment* aspek K3LL.

Wakil Ketua

1. Membantu/mewakili jika ketua tidak hadir untuk memimpin semua rapat P2K3 Pertamina Lubricants
2. Membantu menentukan langkah, kebijakan demi tercapainya pelaksanaan SMK3LL dan Kegiatan Pembinaan aspek HSSE bagi semua pekerja, mitra kerja dan pihak terkait lainnya.
3. Mempertanggungjawabkan program-program & pelaksanaan P2K3.
4. Membantu Ketua dalam melakukan evaluasi progress penerapan SMK3LL atau sasaran - program kerja yang perlu akselerasi atau prioritas peningkatannya oleh Manajemen atau fungsi terkait.
5. Mengelola partisipasi dan konsultasi mengenai aspek HSSE dari Pekerja dan Mitra Kerja, antara lain evaluasi HIRADC
6. Meningkatkan pengetahuan dan kompetensi anggota Komite K3LL/P2K3 melalui seminar, lokakarya, pelatihan atau penugasan lainnya guna meningkatkan kualitas peran dan penugasannya dalam Komite K3LL/P2K3

Sekretaris

1. Penyelenggaraan rapat kerja kegiatan P2K3
2. Penyusunan laporan kegiatan P2K3
3. Penyimpanan dan penyampaian informasi kegiatan kepada tim/fungsi terkait.
4. Membantu penyusunan Rencana Kerja kegiatan P2K3
5. Berhubungan dengan pihak eksternal (Disnaker, DLH, dll)

Anggota

1. Melaksanakan program-program kegiatan P2K3 yang ditetapkan
2. Melaporkan kepada ketua atas program yang akan dan telah dilaksanakan
3. Memberikan bantuan atau mediasi untuk meningkatkan kepedulian dan membudayakan K3LL di seluruh jajaran pekerja dan mitra kerja

DUTIES AND RESPONSIBILITIES OHS COMMITTEE**Duties And Responsibilities****Chairman**

1. Lead Pertamina Lubricants OHS Committee meeting
2. Determine steps and policies to achieve the implementation of OHSMS and HSSE Development Activities for all employees, partners and other related parties.
3. Accountability for OHS Committee programs & implementation.
4. Monitor and evaluate the implementation of OHS Committee activity programs
5. Manage participation and consultation regarding HSSE aspects of Employees and Partners, including evaluation of HIRADC
6. Provide assessment and consideration to Management in the process of reward and punishment of HSSE aspect.

Vice Chairman

1. Assist/represent if the chairman is not present to lead all Pertamina Lubricants OHS Committee meetings
2. Assist in determining steps, policies to achieve the implementation of OHSMS and HSSE Development Activities for all employees, partners and other related parties.
3. Accountable for OHS Committee programs & implementation.
4. Assist the Chairmand in evaluating the progress of the implementation of OHSMS or targets - work programs that need acceleration or priority for improvement by Management or related functions.
5. Manage participation and consultation regarding HSSE aspect of Employees and Partners, including evaluation of HIRADC
6. Increase the knowledge and competence of OHS Committee members through seminars, workshops, training or other assignments to improve the quality of their roles and assignments in the OHS Committee

Secretary

1. Organizing work meetings for OHS Committee activities
2. Preparation of OHS Committee activity reports
3. Storage and delivery of activity information to related teams/functions.
4. Assist in the preparation of Work Plans for OHS Committee activities
5. Liaising with external parties (Disnaker, DLH, etc.)

Member

1. Carry out the specified OHS Committee activity programs
2. Report to the chairman on the program that will and has been implemented
3. Provide assistance or mediation to increase awareness and cultivate HSE at all levels of employees and partners

4. Mengkomunikasikan informasi yang berkaitan dengan aspek K3LL terhadap seluruh pekerja dan pihak-pihak terkait
5. Membantu dalam meningkatkan citra (*image*) perusahaan, dengan mewakilinya dalam pertemuan atau *events* di luar perusahaan/undangan pihak lain sebagai komunikator aspek dan upaya K3LL yang telah dilakukan oleh perusahaan
6. Mewakili lokasi kerja untuk menerapkan SMK3LL (bagi perwakilan lokasi)

Pengelolaan Risiko Terkait K3 [403-2]

Proses identifikasi potensi bahaya dan risiko terkait K3 dilakukan oleh para PIC yang ditunjuk dari masing-masing unit lokasi kerja, dan sudah dibekali kompetensi terhadap kajian risiko. Secara berkala kami melakukan kajian risiko yang disebut sebagai *Hazard Identification Risk Assessment and Determining Controls* (HIRADC) dari setiap unit lokasi kerja berdasarkan aktivitas baik kegiatan rutin, non-rutin ataupun *emergency*. Dalam HIRADC ini dilakukan upaya Identifikasi Risiko (*Hazard Identification*), dan Penilaian Risiko (*Risk Assessment*), serta Pengendalian Risiko (*Determining Control*). Berdasarkan hasil identifikasi ditetapkan risiko yang masuk dalam *top risk* menjadi dasar pelaksanaan program kerja K3.

Sesuai 3 *Golden Rules* PERTAMINA, pekerja berkewajiban melaporkan kepada fungsi/bagian yang wajib menindaklanjuti bila mendapatkan kondisi kerja berbahaya. Selama tahun 2022 terdapat 203 karyawan yang melaporkan kondisi kerja berbahaya. Laporan disampaikan melalui aplikasi berbasis android, yaitu HSSEQ *Mobile*. Setiap laporan tersebut telah ditindaklanjuti sampai dinyatakan *closed* atau kondisi sudah dinyatakan aman. Sedangkan untuk kejadian yang masuk dalam kategori insiden, mulai dari *Medical Treatment Case* (MTC) sampai *Fatality*, ditindaklanjuti dengan prosedur investigasi. Kegiatan investigasi dipimpin oleh pimpinan tertinggi yang membawahi unit lokasi kerja, didampingi Fungsi HSSE dan hasilnya dilaporkan kepada Direktur.

Penerapan K3 menjadi tanggung jawab semua orang di lingkungan Perusahaan. Kami memastikan seluruh unit kerja memiliki sarana dan prasarana tanggap darurat, guna meminimalisasi risiko dan mencegah terjadinya insiden akibat kegagalan operasi sesuai regulasi dan standar yang berlaku.

Partisipasi, Konsultasi, dan Komunikasi Pekerja Terkait K3 [403-4]

Fungsi QHSSE dan perwakilan pekerja melalui Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) melakukan pertemuan secara berkala, untuk membahas kinerja HSSE. Keanggotaan P2K3 terdiri dari Fungsi QHSSE sebagai perwakilan manajemen, serta perwakilan pekerja. Melalui perwakilan pekerja dalam P2K3, para pekerja turut serta berpartisipasi, berkonsultasi dan berkomunikasi dengan manajemen terkait penerapan K3.

4. Communicating information related to HSE aspect to all employees and related parties
5. Assist in improving the Company's image, by representing it in meetings or events outside the company/inviting other parties as a communicator of HSE aspect and efforts that have been carried out by the company
6. Representing work area to implement OHSMS (for site representatives)

OHS-Related Risk Management [403-2]

The process of identifying potential hazards and risks related to OHS is carried out by appointed PICs from each work location unit, and has been equipped with competency in risk assessment. Periodically, we carry out risk studies known as Hazard Identification Risk Assessment and Determining Controls (HIRADC) for each work location unit based on activities, whether routine, non-routine or emergency. In this HIRADC, efforts are made to identify risks (Hazard Identification), Risk Assessment, and Risk Control (Determining Control). Based on the identification results, the risks included in top risks are the basis for the implementation of OHS work program.

In accordance with PERTAMINA's 3 Golden Rules, workers are obliged to report to the function/section that is required to follow up if they encounter dangerous working conditions. During 2022, there were 203 employees who reported hazardous working conditions. Reports are submitted through an android-based application, HSSEQ Mobile. Each of these reports has been followed up until declared closed or the condition has been declared safe. As for incidents that fall into incident category, ranging from Medical Treatment Case (MTC) to Fatality, they are followed up with investigative procedures. Investigation activities are led by the highest leadership in charge of work location unit, accompanied by the HSSE Function and the results are reported to the Director.

OHS implementation is a shared-responsibility of everyone within the Company. We ensure that all work units have emergency response facilities and infrastructure, in order to minimize risks and prevent incidents from occurring due to operational failures according to applicable regulations and standards.

Employee Participation, Consultation and Communication Related to OSH [403-4]

The QHSSE function and employee representatives through the Occupational Safety and Health Advisory Committee (OHS Committee) hold regular meetings to discuss HSSE performance. OHS Committee membership consists of the QHSSE Function as a management representative, as well as employee representatives. Through employee representatives in OHS Committee, employees participate, consult and communicate with management regarding the implementation of OHS.

Pelatihan K3 [403-5]

Secara rutin Perusahaan menyelenggarakan pelatihan terkait K3 bagi karyawan maupun pekerja lain. Pelatihan dimaksudkan untuk meningkatkan pemahaman dan membangun budaya K3 di antara pekerja. Kegiatan pelatihan yang diselenggarakan pada tahun 2022 sebanyak 3 pelatihan (*Gas Safety Inspector*, *AK3U*, *Defensive Driving Training*) dengan total 59 peserta.

Promosi Kesehatan Pekerja [403-3]

Perusahaan menyertakan seluruh karyawan pada program asuransi kesehatan yang diselenggarakan Admedika dan membayarkan premi mereka. Total premi yang dibayarkan tahun 2022 mencapai Rp11.618.241.838. Perusahaan juga menyertakan seluruh karyawan pada program asuransi kesehatan yang diselenggarakan Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan Republik Indonesia dan membayarkan premi mereka. Total premi yang dibayarkan tahun 2022 mencapai Rp1.971.724.299.

Sebagai peserta asuransi kesehatan, karyawan Pertamina Lubricants mendapatkan akses layanan kesehatan yang bukan merupakan Penyakit Akibat Kerja (PAK). Layanan kesehatan dapat diakses pada fasilitas kesehatan yang telah disepakati bersama, termasuk rumah sakit-rumah sakit yang dikelola PT Pertamina Bina Medika IHC, Anak Perusahaan PT Pertamina (Persero).

Selama tahun 2022 Pertamina Lubricants menyelenggarakan kegiatan promosi kesehatan bukan PAK kepada karyawan dan pekerja lain, di antaranya:

- Webinar terkait *Health Talk*
- *Broadcast* terkait kampanye gaya hidup sehat
- Kegiatan BAPOR
- Pelatihan *First Aider*

Pencegahan dan Mitigasi K3 Terkait Relasi Bisnis [403-7]

Kesinambungan Pertamina Lubricants turut dipengaruhi dukungan kontraktor/pemasok/*vendor*. Perusahaan mewajibkan mereka untuk melakukan perlindungan terhadap para pekerja dan memenuhi aspek SMK3 sesuai peraturan perundang-undangan dan standar yang berlaku di PERTAMINA, termasuk *Contractor Safety Management System* (CSMS). Seluruh kontraktor/pemasok/*vendor* telah memiliki sertifikasi CSMS. Melalui CSMS, Perusahaan memastikan setiap kontraktor/pemasok/*vendor* telah memiliki manajemen HSE, dan memenuhi persyaratan HSE yang berlaku di PERTAMINA, serta menerapkan persyaratan HSE dalam pekerjaan kontrak yang dilaksanakan.

Cakupan Perlindungan Pengelolaan K3

Penerapan K3 mencakup seluruh atau 100% pekerja Pertamina Lubricants, baik karyawan maupun pekerja lain. Kami tidak memberikan pengecualian kepada pekerja dalam penerapan K3, termasuk pemberlakuan prosedur maupun standar keselamatan kerja dan kesehatan kerja, sesuai MK3LL/QHSSE

OHS Training [403-5]

The Company routinely organizes training related to OHS for employees and other workers. The training is intended to increase understanding and build a culture of OHS among workers. 3 trainings were held in 2022 with a total of 59 participants.

Promotion of Employee Health [403-3]

The Company includes all employees in the health insurance program organized by Admedika and pays their premiums. Total premium paid in 2022 reached Rp11,618,241,838. The Company also enrolls all employees in the health insurance program organized by the Social Security Administration Agency (BPJS) Health of the Republic of Indonesia and pays their premiums. Total premium paid in 2022 reached Rp1,971,724,299.

As health insurance participants, Pertamina Lubricants employees get access to non-Occupational Diseases (PAK) health services. Health services can be accessed at mutually agreed health facilities, including hospitals managed by PT Pertamina Bina Medika IHC, a subsidiary of PT Pertamina (Persero).

During 2022, Pertamina Lubricants organized non-PAK health promotion activities for employees and other workers, including:

- Webinar on Prevention and Control of COVID-19
- Broadcast related to healthy lifestyle campaigns
- BAPOR activities
- First Aider Training

OHS Prevention and Mitigation Related to Business Relations [403-7]

The sustainability of Pertamina Lubricants is also influenced by the support of contractors/suppliers/vendors. The Company requires them to protect workers and fulfill OHSMS aspects in accordance with laws and regulations and standards in force at PERTAMINA, including the Contractor Safety Management System (CSMS). All contractors/suppliers/vendors have CSMS certification. Through CSMS, the Company ensures that each contractor/supplier/vendor has HSE management, meets applicable HSE requirements at PERTAMINA, and implements HSE requirements in the contract work carried out.

OHS Management Protection Coverage

The application of OHS covers all or 100% of Pertamina Lubricants workers, both employees and other workers. We do not give exceptions to workers in OHS, including the application of work safety and health procedures and standards, according to PERTAMINA's MK3LL/QHSSE, as well as PERTAMINA's Golden

PERTAMINA, serta *Golden Rules* PERTAMINA. Perusahaan menerapkan proses evaluasi/audit untuk memastikan kontraktor/pemasok/*vendor* telah menerapkan MK3LL/QHSSE, dan memastikan keselamatan maupun kesehatan pekerja mereka.

Kinerja Pengelolaan Keselamatan Kerja [403-9]

Selama tahun 2022 Pertamina Lubricants mencatatkan nihilnya insiden fatal. Secara keseluruhan, dengan total jumlah jam kerja mencapai 5.686.915 jam. Penghitungan insiden tercatat menggunakan metode *Systematic Cause Analysis Technique* (SCAT), dengan basis penghitungan per-1.000.000 jam kerja orang, dan tidak ada pekerja yang dikecualikan dalam penghitungan.

Rules. The Company carries out evaluation/audit process to ensure contractors/suppliers/vendors have implemented MK3LL/QHSSE, and ensure the safety and health of their workers.

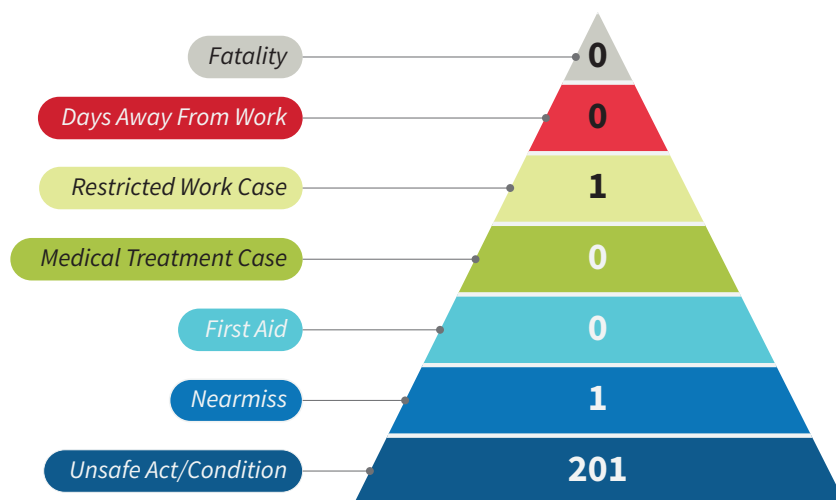
Occupational Safety Management Performance [403-9]

In 2022, Pertamina Lubricants recorded zero fatal incidents. Overall, total number of working hours reached 5,686,915 hours. The calculation of recorded incidents uses the Systematic Cause Analysis Technique (SCAT) method, on a per-1,000,000 person-hour basis, and no worker is excluded from the calculation.

Kinerja Pengelolaan Keselamatan Kerja Pertamina Lubricants Berdasarkan LTIR dan Jam Kerja Selamat
Pertamina Lubricants Work Safety Management Performance Based on LTIR and Safe Working Hours

Unit Kerja Work unit	Lost Time Injury Rate (LTIR)			YoY 2021- 2022 (%)	Jam Kerja Selamat Safe Working Hours			YoY 2021- 2022 (%)	
	2022	2021	2020		2022	2021	2020		
Kantor Pusat Head Office	-	-	-	-	726.064	691.911	628.064	4,94	↑
PU Jakarta Jakarta PU	-	0,96	-	- ↓	1.198.520	1.045.441	1.129.770	14,64	↑
PU Cilacap Cilacap PU	-	1,70	-	- ↓	563.448	589.400	539.000	(4,40)	↓
PU Gresik Gresik PU	-	-	-	- ↓	963.714	998.963	1.072.929	(3,53)	↓
Kantor Sales Region dan DSP Sales Region and DSP Office	-	0,43	-	- ↓	2.139.112	2.309.560	1.913.704	(7,38)	↓
Jumlah Total	-	0,53	-	- ↓	5.686.915	5.635.275	5.283.467	0,92	↑

Piramida Insiden Tahun 2022
Incident Pyramid in 2022



2022 (s/d 31 Desember 2022) | 2022 (until December 2022)
Incident Data, Near miss, Unsafe Act & Unsafe Condition

Kinerja Pengelolaan Kesehatan Kerja [403-3; 403-6]

Pengungkapan informasi terkait kinerja kesehatan kerja tahun 2022 Pertamina Lubricants disesuaikan dengan kondisi pandemi COVID-19 yang masih berlanjut. Tidak ada kasus fatalitas yang dialami pekerja, sebagai akibat COVID-19. Kami juga mengoptimalkan vaksinasi kepada pekerja, dengan 100% untuk vaksinasi-1 dan vaksinasi-2.

Selama tahun 2022 Perusahaan juga melakukan penyesuaian pelaksanaan kondisi siap untuk kerja (*fit to work*) selama berlanjutnya masa pandemi COVID-19, di antaranya:

- Pelaksanaan Vaksin Booster COVID-19 dengan total pencapaian 100%. Tidak ada kendala medis yang tidak memungkinkan menerima vaksinasi.
- Pelaksanaan *Health Talk* 2022

Kinerja HSSE Management System

Secara berkala setiap 1 tahun, Perusahaan melakukan audit SUPREME untuk mengevaluasi dan menilai pelaksanaan pengelolaan HSSE, serta melihat sejauh mana pelaksanaan HSSE di lapangan sesuai dengan kaidah-kaidah perbaikan berkelanjutan. Audit SUPREME telah dilaksanakan pada tahun 2021 dengan hasil ditunjukkan dalam tabulasi berikut.

Occupational Health Management Performance [403-3; 403-6]

The disclosure of information related to the 2022 occupational health performance of Pertamina Lubricants is adjusted to the conditions of the continuing COVID-19 pandemic. There were no fatality cases experienced by workers, as a result of COVID-19. We also optimized vaccination to workers, with 100% for vaccination-1 and vaccination-2.

During 2022, the Company also made adjustments to the implementation of fit to work conditions during the ongoing COVID-19 pandemic, including:

- Organizing the COVID-19 Booster Vaccine with a total achievement of 100%. There are no medical obstacles that prevent receiving vaccinations.
- Health Talk 2022

HSSE Management System performance

Periodically every year, the Company conducts SUPREME audit to evaluate and assess the implementation of HSSE management, and to identify the extent to which HSSE implementation in the field is in accordance with the principles of continuous improvement. SUPREME audit has been carried out in 2021 with the following results.

Pencapaian Audit Internal HSSE Management System Berbasis Protokol SUPREME
HSSE Management System Internal Audit Achievement Based on SUPREME Protocol

Kriteria Pencapaian Achievement Criteria	Pencapaian* Achievement*	Pencapaian SUPREME Keseluruhan Overall SUPREME Achievement
Pencapaian rata-rata proses yang diaudit (%)* Audited process average achievement (%)	72,39	Kuning Yellow
Site Physical Tour (SPT) (%)*	75,22	
Site Barrier Tour (SBT) (%)*	75,76	
Pencapaian <i>Fit to Work level assessment</i> *	3	
Tindak Lanjut Rekomendasi Audit SUPREME 2022	110%	110%
Pencapaian pengelolaan lingkungan hidup Achievement of environmental management	PROPER Hijau : 2 Lokasi (PU Gresik dan PU Cilacap) PROPER Biru : 1 Lokasi (PU Jakarta)	
Pencapaian pengukuran survei budaya HSSE (Ref. isian responden secara tertulis pada kuesioner + <i>interview</i>) Achievement of HSSE culture survey measurement (Ref. respondents' written entries on questionnaire + <i>interview</i>)		4,05

*Data hasil SUPREME 2021 | SUPREME 2021 result data

2022 is a follow-up program on SUPREME audit recommendations with a 100% achievement status that has been followed up, so that KPI realization is 110%. The following is an evidence memo on the results of SUPREME 2022 follow-up assessment:



TANGGUNG JAWAB PENGEMBANGAN SOSIAL KEMASYARAKATAN

Social and Community Development Responsibility

Keterlibatan Masyarakat Lokal dalam Manajemen Perusahaan [202-2]

Keterlibatan masyarakat lokal dalam perkembangan korporasi dan perekonomian dewasa ini menjadi sebuah perhatian yang besar. Dengan melibatkan masyarakat lokal, diharapkan terjadi transfer *knowledge* dan etika kerja yang akan mendorong sistem nilai dan kualitas kehidupan masyarakat di sekitar lokasi operasi.

Hingga akhir tahun 2022, tidak terdapat manajemen senior di lokasi pabrik yang berasal dari masyarakat lokal di sekitar lokasi operasi pabrik. Seluruh manajemen senior pabrik merupakan representasi manajerial dari kantor pusat. Namun demikian, Perusahaan melibatkan masyarakat lokal dalam jenjang karyawan pada level produksi [202-2].

Perusahaan juga tidak mendapatkan adanya insiden pelanggaran yang melibatkan hak masyarakat adat. Seluruh kegiatan operasi Perusahaan tidak berada pada wilayah yang bersinggungan dengan hak masyarakat adat, dan tidak terdapat dampak negatif potensial atas kegiatan operasi Perusahaan terhadap masyarakat lokal [411-1; 413-2].

Penanggung Jawab Pengelola TJSL Perusahaan

Agar program dan agenda TJSL dapat berjalan dengan optimal, Pertamina Lubricants membentuk Fungsi CSR yang bertugas merencanakan, mengelola, dan mengevaluasi pelaksanaan TJSL di lingkup Perusahaan.

Local Community's Involvement in Company Management [202-2]

The involvement of local communities in the development of corporations and the economy today is of great concern. By involving local communities, it is hoped that there will be a transfer of knowledge and work ethics that will encourage the value system and quality of life of the people around the operational site.

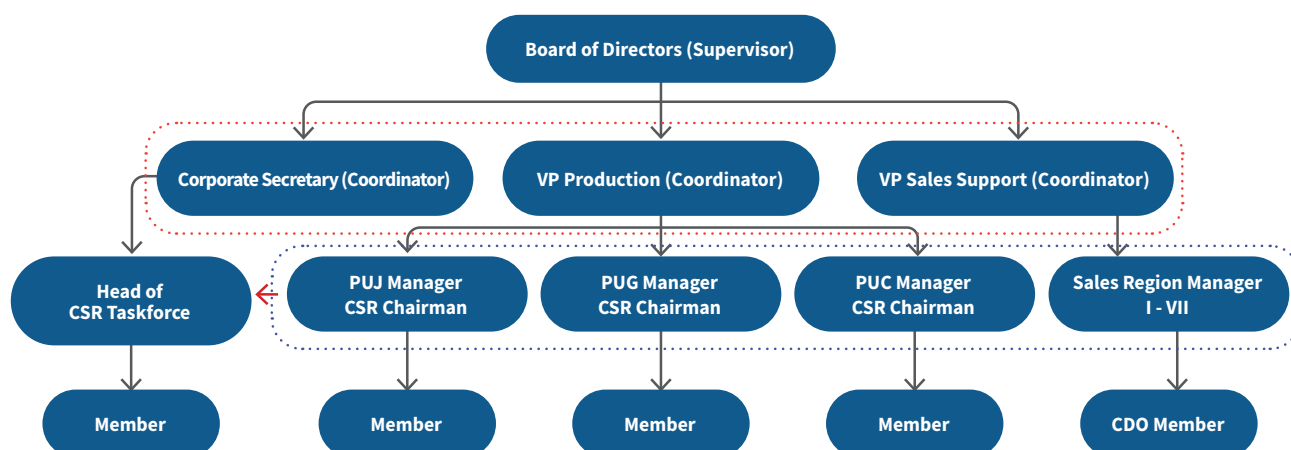
Until the end of 2022, there is no senior management at the factory site who comes from local communities around the factory operation site. All of the factory's senior management are managerial representatives from the head office. However, the Company accepts local communities as employees at production level [202-2].

The Company also did not receive any incidents of violations involving the rights of indigenous peoples. All of the Company's operational activities are not in areas that intersect with the rights of indigenous peoples, and there are no potential negative impacts on the Company's operations on local communities [411-1; 413-2].

Unit in charge of managing the Company's CSR

In order for the CSR program and agenda to run optimally, Pertamina Lubricants has established a CSR Function which is tasked with planning, managing and evaluating the implementation of CSR within the Company.

Organisasi CSR dan Tim Taskforce CSR Pertamina Lubricants
CSR Organization and CSR Taskforce Team of Pertamina Lubricants



Fungsi CSR Perusahaan berada di bawah *Corporate Secretary* yang didukung oleh 1 (satu) orang Senior CSR Officer, 3 (tiga) orang TAD, dan 6 (enam) orang *Community Development Officer* di bawah PT Undip Maju Universitas Diponegoro.

Program Pemberdayaan Ekonomi dan Sosial Masyarakatan [F.25] [413-1; 413-2]

Meski tidak terlibat langsung dalam kegiatan operasi dan usaha Perusahaan, namun melalui dukungan yang diberikan keberadaan masyarakat turut mempengaruhi penciptaan nilai dari proses bisnis dan keberlanjutan Pertamina Lubricants. Selama tahun 2022 Perusahaan berupaya menjalin komunikasi, dan membangun hubungan harmonis dengan masyarakat, terutama yang berada di sekitar lokasi unit produksi. Strategi yang dilakukan untuk mendukung proses penciptaan nilai adalah pemenuhan tanggung jawab sosial perusahaan (*Corporate Social Responsibility* atau CSR). Beberapa program/kegiatan diantaranya merupakan unggulan, yang ditujukan untuk mendukung pemberdayaan dan pengembangan masyarakat. Selain itu juga ada program/kegiatan yang bersifat khusus sebagai respon Perusahaan untuk turut serta memberikan perlindungan kepada masyarakat dari pandemi COVID-19.

Pertamina Lubricants dalam menyusun program TJSL (CSR) berusaha untuk selalu melibatkan masyarakat, agar program tersebut benar-benar program yang dibutuhkan oleh masyarakat, dan mendapat dukungan dari masyarakat sehingga dapat berkelanjutan, bahkan diteruskan oleh masyarakat setelah pendampingan selesai (*phase out*). Diantara metode pelibatan masyarakat adalah melalui *forum group discussion* (FGD), *social mapping* dan juga masukan proposal langsung dari komunitas/tokoh masyarakat.

Program TJSL PTPL yang bergerak di bidang lingkungan salah satunya adalah program Bank Sampah. Di seluruh Unit Produksi/Pabrik, tersedia layanan Program Bank Sampah. Di antaranya berlokasi di PUJ, PUC serta Ngopi Bayar Pake Sampah di PUG. Termasuk penanggulangan sampah ini adalah Program Kerajinan Drum, Program Desa Wisata Kerajinan Damar Kurung (Lampion). Tim *Production Unit* juga memiliki program yang juga terencana dan berkesinambungan antara lain: Program Kampung Markisa, Program Kampung Iklim, Program Kampung Sirih Sehat.

Di isu kesehatan, PTPL memiliki Program Sehat program bidang kesehatan al: di PUC Program Pertamina Sehat & Aksi Tanggap COVID-19, di PUJ Program Sehat yang konsen pada Vaksinasi dan Posyandu *Homecare*, di PUG Pertamina Sehat Ojek Layanan Kesehatan membentuk pos-pos layanan kesehatan masyarakat yang melibatkan 30 kader posyandu aktif dan memberikan layanan *door to door*.

Pada isu budaya/kesenian PTPL memiliki Program Pencak Macan dan Program Tugu Berdaya yang salah satu kegiatannya pelestarian budaya/kesenian Betawi.

The Company's CSR function is under the Corporate Secretary, which is supported by 1 (one) Senior CSR Officer, 3 (three) TAD, and 6 (six) Community Development Officers under PT Undip Maju Diponegoro University.

Community Economic and Social Empowerment Program [F.25] [413-1; 413-2]

Even though not directly involved in the Company's operations and business activities, through the support provided, the community influences the creation of value from the business processes and sustainability of Pertamina Lubricants. Throughout 2022, the Company sought to establish communication and build harmonious relationships with the community, especially those around the location of production unit. The strategy used to support the value creation process is the fulfillment of Corporate Social Responsibility or CSR. Some of the programs/activities are flagship, which are aimed at supporting community empowerment and development. In addition, there are also programs/activities that are specific in nature as the Company's response to participating in providing protection to the community from the COVID-19 pandemic.

In compiling the CSR program, Pertamina Lubricants tries to always involve the community, so that the program is really a program that is needed by the community and gets support from the community, hence can be sustainable, even continued by the community after the assistance is complete (*phase out*). Among the methods of community involvement are through group discussion forums (FGD), social mapping and also direct input/proposals from the community/community leaders.

One of PTPL's CSR programs in the environmental sector is the Waste Bank program. In all Production Units/Factories, the Waste Bank Program service is available. Among them are located at PUJ, PUC and Ngopi Bayar Pake Sampah at PUG. Included in this waste management are Drum Craft Program, Damar Kurung (Lampion) Craft Tourism Village Program. The Production Unit team also has programs that are planned and sustainable, including: Markisa Village Program, Climate Village Program, Sirih Sehat Village Program.

In health issues, PTPL has Sehat Program in the health sector, among others: Pertamina Sehat & COVID-19 Response Action Program at PUC, Sehat Program concentrates on Vaccination and Posyandu Homecare at PUJ, Pertamina Sehat Ojek Health Services establishes health service posts community involving 30 active posyandu cadres and providing door to door services at PUG.

In cultural/art issues, PTPL has Pencak Macan Program and Tugu Berdaya Program, one of which is the preservation of Betawi culture/arts.

» **Investasi Infrastruktur Publik [203-1]**» **Survei Tingkat Efektivitas CSR**

Untuk mengukur pelaksanaan CSR selama tahun 2022, Pertamina Lubricants melalui pihak ke III (PT Undip Maju/Universitas Diponegoro) melakukan survei Indeks Kepuasan Masyarakat (IKM) di *Production Unit* Cilacap dan *Production Unit* Gresik. Hasil dari survei IKM, Pertamina Lubricants memperoleh nilai 85.16/100 (PUC) dan 87/100 (PUG), yang berarti tingkat kepuasan pelaksanaan program TJSL/CSR pada periode pelaporan adalah Sangat Baik diantara (81.26 - 100). Penilaian tertinggi dari masyarakat terdapat pada indikator: Kemampuan Petugas TJSL (CDO), kesesuaian dengan kebutuhan masyarakat, kesesuaian dengan jadwal rencana yang disepakati, pelibatan masyarakat dalam pelaksanaannya, dan kesempatan masyarakat dalam menyampaikan saran, ide, serta masukannya. Masyarakat menilai bahwa Program Ekonomi dan Lingkungan yang disediakan oleh Pertamina Lubricants telah memberikan dampak yang tinggi terhadap kesejahteraan masyarakat di sekitar.

» **Public Infrastructure Investment [203-1]**» **CSR Effectiveness Level Survey**

To measure the implementation of CSR in 2022, Pertamina Lubricants through a third party (PT Undip Maju/Diponegoro University) conducted Community Satisfaction Index (IKM) survey at Cilacap Production Unit and Gresik Production Unit. Based on the results of IKM survey, Pertamina Lubricants obtained score of 85.16/100 (PUC) and 87/100 (PUG), which means that level of satisfaction with the implementation of CSR program in the reporting period was Very Good between (81.26 - 100). The highest rating from the public was found in indicator: Capability of CSR Officers (CDO), compatibility with community needs, conformity with the agreed plan schedule, community involvement in its implementation, and community opportunities to convey suggestions, ideas, and input. The community considers that the Economic and Environmental Program provided by Pertamina Lubricants has had a high impact on the welfare of surrounding community.

Hasil Pengukuran Tingkat Efektivitas Program CSR
Measurement Results of CSR Program Effectiveness Level

Perihal Description	2022 (IKM) PUG/PUC	2021	2020
Jumlah Responden Number of Respondents	200	183	335
Nilai Survei Survey Score	85.16 dan 87	3,39	3,34
Tingkat Efektivitas Effectiveness Level	Sangat Tinggi	Sangat Tinggi	Sangat Tinggi

*)Penilaian tahun 2022 dilakukan dengan metode indeks kepuasan masyarakat (IKM) oleh Universitas Diponegoro, di mana survey ini berbeda dengan survey yang dilakukan di tahun 2021 | The 2022 assessment was carried out using the community satisfaction index (IKM) method by Diponegoro University, and this survey is different from the survey conducted in 2021

» **Alokasi Dana CSR dan Penerima Manfaat Program TJSL [203-2]**

Sebagian dari Nilai Ekonomi yang didapat, didistribusikan sebagai investasi sosial dalam bentuk pembiayaan program CSR dalam rangka pemenuhan tanggung jawab sosial dan lingkungan (TJSL) Perusahaan. Total realisasi pembiayaan program CSR pada tahun 2022, mencapai Rp5.480.394.089,00, atau 92 % dari alokasi anggaran Rp5.932.811.700,00

» **Allocation of CSR Funds and Beneficiaries of TJSL Program [203-2]**

A portion of economic value obtained is distributed as social investment in the form of CSR program financing in order to fulfill the Corporate social and environmental responsibility. Total realization of CSR program financing in 2022 reached Rp5,480,394,089.00, or 92% of the budget allocation of Rp5,932,811,700.00.

Realisasi Dana CSR-CSV Periode 2020-2022
Realization of CSR-CSV Funds for 2020-2022 period

Perihal Description	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	YoY 2021-2022 (%)	
Bina Lingkungan Community Development	925	1.075	2.292	(13,95)	↓
Kesehatan Health	271	199	267	36,18	↑
Lingkungan Environment	769	545	611	41,10	↑
Pemberdayaan masyarakat Community Empowerment	1.858	2.344	1.468	(20,73)	↓

Perihal Description	2022 (Rp-juta) (Rp-million)	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	YoY 2021-2022 (%)	
Pendidikan Education	1.010	833	1.655	21,25	↑
TJSL	3.909	3.920	4.002	(0,28)	↓
Penugasan Khusus/SosMap&Kolab Special Assignments	644	397	-	62,22	↑
Jumlah Total	5.480	5.392	6.294	1,63	↑

Realisasi Program dan Penerima Manfaat Program TJSL Periode 2020-2022
Program Realization and Beneficiaries of TJSL Program for 2020-2022 period

Perihal Description	Jumlah Program				Jumlah Penerima Manfaat				
	2022	2021	2020	YoY 2021-2022 (%)	2022	2021	2020	YoY 2021-2022 (%)	
Bina Lingkungan Community Development	25	29	28	(13,79) ↓	3.860	3.101	107.588	24,48	↑
TJSL	51	56	45	(8,93) ↓	32.900	106.383	230.588	(69,07)	↓
Penugasan Khusus Special Assignments	2	2	-	0,00 ↑↓	30	16	0	87,50	↑
Jumlah Total	80	87	73	(13,79) ↓	36.790	109.500	338.176	(66,40)	↓

» **Dukungan terhadap Pencapaian Target Tujuan Pembangunan Berkelanjutan SDGs [203-2]**

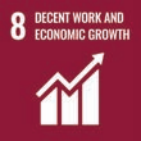
Perusahaan menjalankan program Tanggung Jawab Sosial dan Lingkungan dengan berpedoman pada Tujuan Pembangunan Berkelanjutan (TPB) dan *Creating Shared Value* program Tanggung Jawab Sosial dan Lingkungan yang berkaitan dengan proses bisnis Perusahaan dan memberikan nilai guna bagi masyarakat dan lingkungan. Hingga akhir tahun 2022, pelaksanaan program tanggung jawab sosial perusahaan telah berkontribusi terhadap pencapaian 7 dari 17 Tujuan Pembangunan Berkelanjutan (TPB) yang telah ditetapkan Perserikatan Bangsa-Bangsa (PBB).

» **Support for Target Achievement of SDGs Sustainable Development Goals [203-2]**

The Company carries out Social and Environmental Responsibility programs guided by the Sustainable Development Goals (SDGs) and *Creating Shared Value* programs of Social and Environmental Responsibility, which are related to the Company's business processes and provide value for society and the environment. Until the end of 2022, the implementation of corporate social responsibility programs has contributed to the achievement of 17 Sustainable Development Goals (SDGs) stipulated by the United Nations (UN).

Dukungan TJSL Pertamina Lubricants terhadap TPB
Pertamina Lubricants' TJSL support for SDGs

No.	Tujuan Pembangunan Berkelanjutan (TPB) Sustainable Development Goals (SDGs)	Jenis Kegiatan dan Capaian bagi Penerima Manfaat	Types of Activities and Achievements for Beneficiaries	Realisasi Dana (Rp-juta) Realization of Funds (Rp-million)
1	TPB No. 4 (Pendidikan Berkualitas) SDG No. 4 (Quality Education) 	Yang termasuk dalam kegiatan ini al: 1. Enduro Home Services (EHS) 2. EndUro Sahabat Santri (ESS) 3. Program Tugu Berdaya dan 4. Program Pencak Macan 1.203. 862.700,00 besaran alokasi dana serta waktu pelaksanaan kegiatan Januari-November 2022. 5.542 orang jumlah penerima bantuan/ jumlah yang terkena dampak positif dari kegiatan yang dilakukan...	Included in this activity are: 1. Enduro Home Services (EHS) 2. EndUro Sahabat Santri (ESS) 3. Tugu Berdaya Program and 4. Pencak Macan Program 1.203. 862,700.00, the amount of fund allocation and time of implementation of activities January-November 2022. 5,542 people, the number of beneficiaries/ the number of those positively affected by the activities carried out...	1.010

No.	Tujuan Pembangunan Berkelanjutan (TPB) Sustainable Development Goals (SDGs)	Jenis Kegiatan dan Capaian bagi Penerima Manfaat	Types of Activities and Achievements for Beneficiaries	Realisasi Dana (Rp-juta) Realization of Funds (Rp-million)
2	TPB No. 5 (Kesetaraan Gender) SDG No. 5 (Gender Equality) 	Termasuk dalam Program Pertamina Sehati (Bidang Kesehatan) yang dilaksanakan di Production Unit PTPL Production Unit Cilacap, Production Unit Gresik dan Production Unit Jakarta. Lebih kurang 252.200.000,00 besaran alokasi dana serta waktu pelaksanaan kegiatan Januari - November 2022. 10.709 orang jumlah penerima bantuan/ jumlah yang terkena dampak positif dari kegiatan yang dilakukan...	Included in Pertamina Sehati Program (Health Sector), which is carried out at Cilacap Production Unit, Gresik Production Unit and Jakarta Production Unit. Approximately 252,200,000.00, the amount of fund allocation and time of implementation of activities January - November 2022. 10,709 people, the number of beneficiaries/the number of those positively affected by the activities carried out...	271
3	TPB No. 8 (Pekerjaan Layak dan Pertumbuhan Ekonomi) SDG No. 8 (Decent Work and Economic Growth) 	Yang termasuk dalam kegiatan ini al Program: 1. Enduro Entrepreneurship Program (EEP) 2. Enduro Sahabat Komunitas 3. Pertamina Sahabat Nelayan 4. Pertamina Sahabat Difabel 5. Bengkel Enduro Tapal Batas 6. Enduro Sahabat Ex-Warga Binaan 7. Kampung Markisa 8. Kampung Sirih Sehati Sekitar Rp2.057.764.000 besaran alokasi dana serta waktu pelaksanaan kegiatan Januari - November 2022 4012 orang jumlah penerima bantuan/ jumlah yang terkena dampak positif dari kegiatan yang dilakukan...	Included in this activity is al Program: 1. Enduro Entrepreneurship Program (EEP) 2. Enduro Sahabat Komunitas 3. Pertamina Sahabat Nelayan 4. Pertamina Sahabat Difabel 5. Tapal Batas Enduro Workshop 6. Enduro Sahabat Ex-Warga Binaan 7. Markisa Village 8. Sirih Sehati Village Around Rp2,057,764,000, the amount of fund allocation and time of implementation of activities January - November 2022 4012 people, the number of beneficiaries/ the number of those positively affected by the activities carried out...	1.879
4	TPB No. 12 (Konsumsi dan Produksi Yang Bertanggung Jawab) SDG No. 12 (Responsible Consumption and Production) 	Dilaksanakan dalam Program Ngopi Bayar Pakai Sampah dengan berbagai program inovasi yang berkelanjutan. Bayar Listrik dengan sampah, tukar oli dengan sampah dll Rp63.000.000 besaran alokasi dana serta waktu pelaksanaan kegiatan... 354 warga jumlah penerima bantuan/ jumlah yang terkena dampak positif dari kegiatan yang dilakukan...	Carried out in Ngopi Bayar Pake Sampah Program with various sustainable innovation programs. Pay electricity with trash, change oil with trash, etc Rp63,000,000, the amount of fund allocation and time of implementation of activities... 354 residents, the number of beneficiaries/ the number of those positively affected by the activities carried out...	68.5

No.	Tujuan Pembangunan Berkelanjutan (TPB) Sustainable Development Goals (SDGs)	Jenis Kegiatan dan Capaian bagi Penerima Manfaat	Types of Activities and Achievements for Beneficiaries	Realisasi Dana (Rp-juta) Realization of Funds (Rp-million)
5	TPB No. 13 (Penanganan Perubahan Iklim) SDG No. 13 (Climate Action) 	Program-program dalam kegiatan ini dilaksanakan di seluruh <i>Production Unit</i> (PUC, PUG dan PUJ) al: 1. Bank Sampah 2. Sanitasi Air Bersih 3. Kelompok Wanita Tani Kebonsayur 4. Kampung Iklim 5. Pengembangan Kawasan Ekowisata 6. Kampung Wisata 7. Kampung hijau Cemara 8. Pengelolaan Limbah Sebesar Rp684.500.000 besaran alokasi dana serta waktu pelaksanaan kegiatan Januari - November 2022 10.500 orang jumlah penerima bantuan/ jumlah yang terkena dampak positif dari kegiatan yang dilakukan...	The programs in this activity are carried out in all Production Units (PUC, PUG and PUJ) namely: 1. Garbage Bank 2. Clean Water Sanitation 3. Women's Group of Kebonsayur Farmers 4. Climate Village 5. Development of Ecotourism Areas 6. Tourism Village 7. Cemara green village 8. Waste Management Rp684,500,000, the amount of fund allocation and time of implementation of activities January - November 2022 10,500 people, the number of beneficiaries/the number of those positively affected by the activities carried out...	639,7
6	TPB No. 14 (Ekosistem Lautan) SDG No. 14 (Life Below Water) 	Kegiatan ini dalam program Pengelolaan Hutan Mangrove Berbasis Komunitas di <i>Production Unit</i> Gresik Total Rp59.500.000 besaran alokasi dana serta waktu pelaksanaan kegiatan Januari-November 2022 471 warga jumlah penerima bantuan/ jumlah yang terkena dampak positif dari kegiatan yang dilakukan...	This activity is carried out in the Community-Based Mangrove Forest Management program at Gresik Production Unit Rp59,500,000.00 in total, the amount of fund allocation and time of implementation of activities January-November 2022 471 residents, the number of beneficiaries/ the number of those positively affected by the activities carried out...	61
7	TPB No. 16 (Perdamaian, Keadilan, dan Kelembagaan yang Tangguh) SDG No. 16 (Peace, Justice, and Strong Institutions) 	Masuk dalam Program Enduro Sahabat Lapas (Lapas Anak) Sebesar Rp128.000.000 alokasi dana serta waktu pelaksanaan kegiatan Januari - November 2022 1.312 orang jumlah penerima bantuan/ jumlah yang terkena dampak positif dari kegiatan yang dilakukan...	Included in Enduro Sahabat Lapas Program (Lapas Anak/Children Correctional Institution) Rp128,000,000 the amount of fund allocation and time of implementation of activities January - November 2022 1,312 people, the number of beneficiaries/ the number of those positively affected by the activities carried out...	79.1
Jumlah Total				4.008,3



Enduro Home Service

Program Enduro Home Service (EHS) merupakan salah satu program Tanggung jawab Sosial dan Lingkungan (TJSL) yang sejalan program *Link & Match* Industri dari Pemerintah. Program *Link and Match* ini dilaksanakan untuk menyinergikan antara pendidikan vokasi dengan dunia industri guna meningkatkan penyerapan lulusan sekolah vokasi agar dapat menjadi tenaga kerja andal sekaligus menghemat pengeluaran untuk menjadi sumber daya manusia baru yang sesuai dengan kebutuhan industri.

Dengan mengikuti program EHS, siswa SMK akan didorong untuk memadukan kompetensi teknis yang diperoleh dari pembelajaran produktif di kelas dengan materi teknis pelumas dan kewirausahaan dengan *output* berupa pelayanan *home service* oleh siswa untuk masyarakat di lingkungan sekolah atau tempat tinggal siswa yang membutuhkan jasa perbaikan kendaraan roda dua, ganti oli dan servis ringan lainnya.

Program Enduro Home Service tidak hanya melatih kemampuan otomotif para siswa namun juga kemampuan komunikasi & *softskill* mereka dalam *Customer Orientation*. Saat ini, program EHS sudah berjalan di 12 SMK di wilayah kerja PTPL, melibatkan lebih dari 3000 peserta dan sudah disosialisasikan di 23 SMK dengan jumlah peserta sebanyak 15,000 siswa di seluruh Indonesia.

Enduro Home Service (EHS) program is one of the Social and Environmental Responsibility (CSR) programs that are in line with the Government's Industry Link & Match program. The Link and Match program is done to synergize vocational education with the industrial world in order to increase the absorption of vocational school graduates so they can become reliable workers while saving expenses to become new human resources in line with industry needs.

By participating in the EHS program, students of Vocational School (SMK) will be encouraged to combine technical competencies obtained from productive learning in class with technical lubricants and entrepreneurship materials with output in the form of home service by students for communities in the school environment or where students live who need two-wheeled vehicle repair services, oil changes and other minor servicing.

Enduro Home Service program not only trains students' automotive skills but also their communication skills & soft skills in Customer Orientation. Currently, the EHS program has been running in 12 SMKs in PTPL work area, involving more than 3,000 participants and has been socialized in 23 SMKs with a total of 15,000 students participating throughout Indonesia.



Enduro Sahabat Santri

Tahun 2022 Pertamina Lubricants terus melaksanakan inovasi program yaitu Program Enduro Sahabat Santri (ESS). Selama periode pelaporan, Program ESS hadir di Pondok Pesantren As-Salam Cideeng, Tasikmalaya, Jawa Barat, dan Pesantren Majelis Ilmu Rahmatan Lil'Alamin Pondok Ranggon, Kecamatan Cipayung, Kota Jakarta Timur. Program dilaksanakan Perusahaan bekerja sama dengan Forum Komunikasi Nasional (FKN) BLK Komunitas dan Kementerian Ketenagakerjaan. Program dilaksanakan melalui *branding* bengkel Enduro Express, pemberian *toolkits*, *wearpack*, paket pelumas dan nantinya akan dilanjutkan dengan rangkaian pelatihan teknis dan nonteknis otomotif dan dunia wirausaha. ESS merupakan program inovasi yang memberikan “kesempatan praktek kerja” bagi para santri melalui pengembangan ilmu wirausaha (*entrepreneurship*) dan penerapan ilmu teknis otomotif di bidang perbengkelan roda dua. Para santri akan diasah kemampuannya dalam berbisnis, berjualan dan memasarkan produk dan jasa dan menekuni ilmu teknis sebagai mekanik bengkel.

Program ESS juga menjadi bentuk dukungan Perusahaan pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB/SDGs), yakni Tujuan Ke-4 yakni Pendidikan Berkualitas, Tujuan Ke-8 yakni Pekerjaan Layak dan Pertumbuhan Ekonomi, dan Tujuan Ke-17 yakni Kemitraan Untuk Mencapai Tujuan.

In 2022, Pertamina Lubricants continued to carry out the program innovation, namely Enduro Sahabat Santri Program (ESS). During the reporting period, the ESS Program was present at As-Salam Cideeng Islamic Boarding School, Tasikmalaya, West Java, and the Lil'Alamin Islamic Boarding School Islamic Boarding School, Pondok Ranggon, Cipayung District, East Jakarta City. This program is a collaboration of the Company with the Community BLK National Communication Forum (FKN) and the Ministry of Manpower. The program is carried out through Enduro Express workshop branding, provision of toolkits, wearpacks, lubricants packages and will later be followed by a series of technical and non-technical training in the automotive and entrepreneurial world. ESS is an innovation program that provides “work practice opportunities” for students through the development of entrepreneurship and the application of automotive technical knowledge in the field of two-wheeled workshops. The students will hone their skills in doing business, selling and marketing products and services and pursue technical knowledge as workshop mechanics.

The ESS program is also a form of Company's support for achieving the Sustainable Development Goals (SDGs), namely Goal 4 Quality Education, Goal 8 Decent Work and Economic Growth, and Goal 17 Partnership for the Goals.



Enduro Sahabat Lapas

Pertamina Lubricants melaksanakan Program Enduro Sahabat Lapas (ESL) bagi Anak Didik Pemasarakatan (Andikpas) di Lembaga Pembinaan Khusus Anak (LPKA) Kelas II Tomohon, Sulawesi Utara. Enduro Sahabat Lapas (ESL) merupakan program yang berfokus kepada peningkatan kapasitas Andikpas dan Warga Binaan Pemasarakatan (WBP) dalam hal keterampilan dan keahlian praktis di bidang kewirausahaan perbengkelan. Program bertujuan untuk memberikan ilmu dan keterampilan untuk bekal kemandirian setelah bebas dari Lapas. Program pelatihan ESL dimulai sejak 4 Agustus s.d 16 September 2021, dengan melibatkan sembilan Andikpas yang sudah melalui proses seleksi dan mendapat rekomendasi dari LPKA Tomohon. Para peserta diberikan pelatihan teknik sepeda motor, pemberian *product knowledge* pelumas dan pelumasan, pelatihan kewirausahaan, kemudian ditutup dengan pemberian modal kerja berupa toolkit, paket pelumas dan pembangunan bengkel Enduro Express.

Hingga akhir 2022 program Enduro Sahabat Lapas telah hadir di 5 lokasi yakni Lapas Kelas II Balikpapan, Lapas Anak Thomohon, Lapas Kelas II B Makassar dan Lapas Kelas II B Cebobongan dan melalui program ini diharapkan dapat memberikan keahlian, ilmu, produktivitas dan jiwa *entrepreneur* di bidang perbengkelan kedepannya serta nantinya berpotensi untuk menjadi mitra bengkel Pertamina Lubricants di masa datang. Program ini sejalan dengan dukungan Perusahaan pada pencapaian TPB, yakni Tujuan Ke-16 Perdamaian, Keadilan, dan Kelembagaan yang Tangguh, Tujuan Ke-8 Pekerjaan Layak dan Pertumbuhan Ekonomi, dan Tujuan Ke-17 Kemitraan untuk Mencapai Tujuan.

Pertamina Lubricants carries out Enduro Sahabat Lapas (ESL) for Children of Correctional Institution (Andikpas) at Class II Special Children Correctional Institution (LPKA) Tomohon, North Sulawesi. Enduro Sahabat Lapas (ESL) is a program that focuses on increasing the capacity of Andikpas and Correctional Families (WBP) in terms of skills and practical expertise in workshop entrepreneurship. The program aims to provide knowledge and skills for independence after being released from prison. The ESL training program starts from August 4 to September 16, 2021, involving nine Andikpas who have gone through a selection process and received recommendations from LPKA Tomohon. The participants were given training on motorcycle techniques, product knowledge on lubricants and lubrication, entrepreneurship training, then closed with the granting of working capital in the form of toolkits, lubricants packages and construction of Enduro Express workshop.

Until the end of 2022, Enduro Sahabat Lapas program has been present in 5 locations namely Balikpapan Class II Correctional Institution, Thomohon Child Correctional Institution, Class II B Makassar Correctional Institution and Class II B Cebobongan Correctional Institution and through this program is hoped to be able to provide expertise, knowledge, productivity and entrepreneurial spirit in the field workshop and later has the potential to become Pertamina Lubricants workshop partner in the future. This program is in line with the Company's support for achieving the SDGs, namely Goal 16 Peace, Justice and Strong Institutions, Goal 8 Decent Work and Economic Growth, and Goal 17 Partnership for the Goals.



Pertamina Sahabat Nelayan

Pertamina Lubricants melalui *Production Unit* Cilacap menyelenggarakan Program Pertamina Sahabat Nelayan di Rukun Nelayan Sentolo Kawat dan Pandanaran Cilacap, Jawa Tengah. Perusahaan juga menyelenggarakan program serupa bagi kelompok Koperasi Perikanan Lay Mandiri di Dusun Lay, Desa Larike, Kabupaten Maluku Tengah, Maluku. PERTAMINA Sahabat Nelayan merupakan program pembinaan nelayan dan perintisan mesin tempel/mesin kapal dan bengkel mesin kapal bagi masyarakat nelayan melalui pemberian keahlian ketrampilan mesin kapal, pemberian modal kerja, dan perintisan bengkel nelayan.

Pelaksanaan program terdiri dari pelatihan dan rangkaian pendampingan bengkel mesin kapal yang diharapkan mampu meningkatkan ekonomi nelayan. Selain memberikan pelatihan bagi para nelayan, Perusahaan juga memberikan bantuan peralatan, terdiri dari kompresor, toolkit, paket pelumas, dan perlengkapan bengkel lainnya. PERTAMINA Sahabat Nelayan juga menjadi bentuk dukungan pada pencapaian TPB/SDGs, yakni Tujuan KE-1 yakni Menghapus Kemiskinan, Tujuan Ke-8 yakni Pekerjaan Layak dan Pertumbuhan Ekonomi, dan Tujuan Ke-17 yakni Kemitraan Untuk Mencapai Tujuan. Berdasarkan hasil *Social Return of Investment* (SROI) program Pertamina Sahabat Nelayan di PUC mendapatkan Index 1:6,60

Pertamina Lubricants through Cilacap Production Unit organizes Pertamina Sahabat Nelayan Program at Sentolo Kawat and Pandanaran Fishermen Association in Cilacap, Central Java. The Company also organizes a similar program for Lay Mandiri Fisheries Cooperative group in Lay Hamlet, Larike Village, Central Maluku Regency, Maluku. PERTAMINA Sahabat Nelayan is a fishermen development program and piloting of outboard engines/boat engines and boat engine repair shops for fishing communities by providing boat engine skills, working capital, and fishing workshops.

The program consists of training and a series of mentoring for boat engine workshops, which are expected to improve the fishermen's economy. Besides giving training for fishermen, the Company also provides equipment assistance, consisting of compressors, toolkits, lubricants packages, and other workshop equipment. PERTAMINA Sahabat Nelayan is also a form of support for the achievement of SDGs, namely Goal 1 No Poverty, Goal 8 Decent Work and Economic Growth, and Goal 17 Partnership for the Goals. Based on the results of Social Return of Investment (SROI) program, Pertamina's Friends of Fishermen at PUC received an Index of 1:6.60



Enduro Entrepreneurship Program (EEP)

Program unggulan TJSL (CSR) Pertamina Lubricants adalah Enduro Entrepreneurship Program (EEP) yang program awalnya berupa Enduro Student Program (ESP). Program ini digagas Pertamina Lubricants dengan menggunakan pendekatan Creating Share Value (CSV). *Outcome* dari program ini adalah menciptakan lapangan kerja peningkatan pendapatan dan kesejahteraan peserta. Sejak tahun 2016 hingga 2020 melalui Program ESP sudah terbentuk lebih kurang 79 bengkel ESP dengan 144 Orang mendapatkan pelatihan dan yang masih bertahan sebanyak 64 bengkel (81%) dengan anggota 113 Orang. Tahun 2021 total penjualan Pelumas dari bengkel binaan lebih dari 14.000 botol senilai dengan total lebih dari Rp510 juta sementara dari jasa dan sparepart mendapatkan pemasukan lebih dari Rp1.9 miliar. Sejak tahun 2019 EEP mengalami inovasi yaitu dengan program-program baru/turunan seperti Program Enduro *Home Service*, Pertamina Sahabat Nelayan, Enduro Sahabat Laps, Enduro Sahabat Santi, Bengkel Tapal Batas Enduro dan Enduro Sahabat Komunitas.

Tahun 2022 Total Bengkel EEP (ESP dan Turunannya) kurang lebih sebanyak 99 bengkel. Adapun penjualan produk Pelumas mencapai lebih dari 20.000 botol senilai dengan Rp870 juta sementara pemasukan dari Jasa dan *Spare Part* lebih dari Rp2.470 miliar. Program EEP tidak hanya menjadi program TJSL/CSR unggulan PT Pertamina (Persero) namun juga sudah menjadi salah satu program unggulan PT Pertamina (Persero) yang dipresentasikan di Kementerian ESDM sejak tahun 2020. Tahun 2021 Pertamina Lubricants juga telah menandatangani MoU dengan Kementerian Ketenagakerjaan untuk berkolaborasi dalam Program Enduro Sahabat Santri.

Pertamina Lubricants' CSR flagship program is the Enduro Entrepreneurship Program (EEP), whose initial program was the Enduro Student Program (ESP). This program was initiated by Pertamina Lubricants using the Creating Share Value (CSV) approach. The outcome of this program is to create jobs to increase the income and welfare of the participants. From 2016 to 2020, through the ESP Program, approximately 79 ESP workshops have been formed with 144 people receiving training and the remaining 64 workshops (81%) with 113 members. In 2021, total sales of Lubricants from the assisted workshops were more than 14,000 bottles worth a total of more than Rp510 million, while services and spare parts generated income of more than Rp1.9 billion. Since 2019, EEP has experienced innovations with new/derivative programs such as Enduro Home Service Program, Pertamina Sahabat Nelayan, Enduro Sahabat Laps, Enduro Sahabat Santi, Enduro Tapal Batas Workshops and Enduro Sahabat Komunitas.

In 2022, there were approximately 99 EEP Workshops (ESP and Derivatives). Meanwhile, sales of Lubricants reached more than 20,000 bottles worth Rp870 million, while revenue from Services and Spare Parts was more than Rp2,470 billion. The EEP program is not barely a flagship CSR programs but has also become one of PT Pertamina (Persero)'s flagship programs that has been presented at the Ministry of Energy and Mineral Resources since 2020. In 2021, Pertamina Lubricants has also signed an MoU with the Ministry of Manpower to collaborate in Enduro Sahabat Santri Program.



Pertamina Sahabat Difabel

Pertamina Sahabat Difabel merupakan program pembinaan, pendidikan dan kemandirian yang merangkul teman disabilitas dan anak berkebutuhan khusus (ABK) secara berkelanjutan.

Pertamina Lubricants telah memberikan bantuan Pendidikan di SLB N Cilacap berupa Perpustakaan Digital meliputi satu set komputer, perangkat perpustakaan digital, dimana para siswa bisa mengakses sumber buku maupun referensi baik audio maupun visual dengan mudah. Seluruh siswa mulai dari jenjang SD, SMP, dan SMA di SLB N Cilacap menjadikan Perpustakaan Digital Pertamina sebagai pembelajaran adaptasi teknologi di bidang literasi.

Selain itu, Pertamina Lubricants juga telah meluncurkan Bengkel Pertamina Sahabat Difabel yang dikelola oleh Forum Peduli Difabel Bantul (FPDB) di Bantul, Yogyakarta dengan pelatihan dan pemberian modal kerja untuk mengembangkan bengkel. Program ini lahir sebagai bagian dari program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang khusus mengembangkan penyandang disabilitas di bidang perbengkelan. Hal ini sejalan dengan Undang-Undang Nomor 8 Tahun 2016 Pasal 1 ayat 7 tentang pemberdayaan penyandang disabilitas dengan upaya untuk menguatkan keberadaan penyandang disabilitas dalam bentuk penumbuhan iklim dan pengembangan potensi sehingga mampu tumbuh dan berkembang menjadi individu atau kelompok penyandang disabilitas yang tangguh dan mandiri.

Pertamina Sahabat Difabel menjadi program yang berkelanjutan dan melibatkan kolaborasi dengan berbagai stakeholder untuk semakin menguatkan program-program Pertamina khususnya dalam bidang kemandirian dan pemberdayaan masyarakat.

Pertamina Sahabat Difabel is a coaching, education and independence program that embraces people with disabilities and children with special needs (ABK) on an ongoing basis.

Pertamina Lubricants has given Educational assistance at SLB N Cilacap in the form of Digital Library including a set of computers, digital library devices, where students can easily access book sources and references, both audio and visual. All students starting from elementary, junior high and high school levels at SLB N Cilacap make Pertamina Digital Library as a technology adaptation learning in the field of literacy.

Apart from that, Pertamina Lubricants has also launched Pertamina Sahabat Difabel Workshop, which is managed by Bantul Disability Care Forum (FPDB) in Bantul, Yogyakarta with training and provision of working capital to develop the workshop. This program was born as part of the Social and Environmental Responsibility (CSR) program that specifically develops persons with disabilities in the workshop sector. This is in line with Law Number 8 of 2016 Article 1 paragraph 7 concerning the empowerment of persons with disabilities with efforts to strengthen the existence of persons with disabilities in the form of cultivating a climate and developing potential so that they are able to grow and develop into strong and independent individuals or groups of persons with disabilities.

Pertamina Sahabat Difabel is a sustainable program and involves collaboration with various stakeholders to further strengthen Pertamina's programs, especially in the field of self-reliance and community empowerment.



Program Kampung Iklim

Proklam merupakan program lingkup nasional dengan pengelola Kementerian Lingkungan Hidup dan Kehutanan RI (KLHK). Program itu untuk meningkatkan keterlibatan masyarakat, Pemerintah, dunia usaha, hingga perguruan tinggi dalam melakukan adaptasi dan mitigasi perubahan iklim.

Proklam PTPL menyalurkan bantuan Tanggung Jawab Sosial dan Lingkungan (TJSL) berupa pelatihan, pembangunan sarana/prasarana kegiatan, pemberian alat penunjang kegiatan, dan pendampingan kegiatan.

Proklam is a national scope program managed by the Ministry of Environment and Forestry of the Republic of Indonesia (KLHK). The program is to increase the involvement of community, government, business world, and universities in adapting and mitigating climate change.

PTPL Proklam distributes Social and Environmental Responsibility (CSR) assistance in the form of training, construction of activity facilities/infrastructure, provision of activity support tools, and activity assistance.

Pengaduan Masyarakat [F.24] [2-25]

Pertamina Lubricants membuka kesempatan kepada masyarakat luas untuk menyampaikan pengaduan terkait kegiatan operasi Perusahaan yang memiliki dampak negatif terhadap aspek sosial kemasyarakatan. Pengaduan dapat disampaikan melalui WBS dengan mekanisme sebagaimana disampaikan pada bagian "Sistem Pelaporan Pelanggaran, atau *Whistleblowing System* (WBS)" pada bab Tata Kelola Perusahaan, atau dapat juga disampaikan laporan langsung kepada CDO di wilayah kerja masing-masing maupun melalui Pertamina Call Center 135.

Di tahun 2022 tidak terdapat pengaduan dari masyarakat atas kegiatan Perusahaan yang memiliki potensi negatif atas aspek sosial.

Community complaints [F.24] [2-25]

Pertamina Lubricants opens the opportunity for the wider community to submit complaints related to the Company's operations that have a negative impact on social aspects. Complaints can be submitted through the WBS with the mechanism as stated in the "Whistleblowing System (WBS)" section in the Corporate Governance chapter, or reports can also be submitted directly to the CDO in each working area or through Pertamina Call Center 135.

In 2022, there were no complaints from the community on the Company's activities that have negative potential on social aspects.

TANGGUNG JAWAB ATAS KUALITAS PRODUK DAN LAYANAN JASA SERTA PERLINDUNGAN PELANGGAN

Responsibility on Quality of Products and Services and Customer Protection

Kesetaraan dan Kesepahaman Bersama: Pentingnya Kualitas Produk dan Layanan Jasa serta Perlindungan Pelanggan bagi Pertamina Lubricants [3-3]

Pertamina Lubricants memberikan dedikasinya kepada pelanggan melalui pemastian mutu produk, termasuk proses distribusi dan transportasi yang dilakukan oleh pemasok. Dalam proses inovasi produk, kebutuhan pelanggan menjadi yang utama, khususnya di tengah kompetisi yang semakin ketat dan membutuhkan produk yang dapat bersaing dalam memenuhi kebutuhan pelanggan hari ini.

Sebagaimana dijelaskan di bawah ini, Pertamina Lubricants memiliki berbagai langkah untuk dapat memastikan produk yang dihasilkan memenuhi aspirasi pelanggan, kebutuhan akan produk oli dan pelumas sesuai dengan perkembangan teknologi terkini, pemenuhan produk ramah lingkungan, hingga pemantauan atas kegiatan pemasok yang dapat berakibat pada penurunan kualitas produk yang dihadirkan kepada pelanggan. Termasuk evaluasi atas aspirasi pelanggan yang dilakukan Perusahaan melalui survei kepuasan pelanggan, yang memberikan masukan bagi Pertamina Lubricants untuk terus memperbaiki berbagai aspek dalam kegiatan operasi dan bisnisnya.

Membangun Komitmen Bersama Pemasok, Distributor, dan Transportir

Distributor dan transportir berperan penting dalam proses bisnis Pertamina Lubricants, serta mendukung proses mencipta nilai dalam pertumbuhan bisnis yang berkelanjutan, melalui distribusi pelumas PERTAMINA hingga ke pengguna akhir. Para distributor memiliki andil dalam pencapaian target Perusahaan, sehingga kinerja mereka perlu difasilitasi antara lain melalui solusi finansial. Langkah yang dilakukan Perusahaan pada periode pelaporan, adalah melakukan kerja sama dengan Bank BNI untuk pemberian fasilitas *distributor financing*. Melalui kerja sama ini, distributor/transportir di dalam negeri dapat mengajukan fasilitas kredit dan sistem persetujuan dalam waktu singkat. Hal ini dimungkinkan karena risiko yang telah termitigasi.

Perusahaan dapat memantau seluruh pengajuan dan proses *invoicing* distributor secara *real time* melalui *platform Financial Supply Chain Management* (FSCM), yakni aplikasi berbasis *web service* yang dimiliki dan disediakan Bank BNI untuk digunakan oleh debitur melakukan transaksi terkait

Equality and Mutual Understanding: The Importance of Product and Service Quality and Customer Protection for Pertamina Lubricants [3-3]

Pertamina Lubricants is dedicated to its customers through product quality assurance, including distribution and transportation processes carried out by suppliers. In the process of product innovation, customer needs come first, especially in the midst of increasingly fierce competition and requires products that can compete in meeting today's customer needs.

As explained below, Pertamina Lubricants has taken various steps to ensure that its products meet customer aspirations, the need for oil and lubricant products in accordance with the latest technological developments, fulfillment of environmentally friendly products, to monitoring supplier activities that can result in a decrease in quality products presented to customers. This includes evaluating customer aspirations by the Company through customer satisfaction surveys, which provide input for Pertamina Lubricants to continue to improve various aspects of its operations and business activities.

Building Commitment with Suppliers, Distributors and Transporters

Distributors and transporters play an important role in Pertamina Lubricants' business processes, as well as support the process of creating value in sustainable business growth, through the distribution of PERTAMINA lubricants to end users. Distributors have a stake in achieving the Company's targets, hence their performance needs to be facilitated, among others, through financial solutions. The Company's actions during the reporting were collaborating with Bank BNI to provide distributor financing facilities. Through this collaboration, domestic distributors/transporters can apply for credit facilities and an approval system in a short time. This is possible because the risk has been mitigated.

The Company can monitor all distributor submissions and invoicing processes in real time through the Financial Supply Chain Management (FSCM) platform, which is a web service-based application owned and provided by Bank BNI for use by debtors to make transactions related to financing facilities

dengan fasilitas pembiayaan secara digital dan *realtime*. Kerja sama juga menjadi dukungan Pertamina Lubricants untuk menguatkan infrastruktur, penerapan digitalisasi dan meningkatkan kerja sama dengan seluruh pemangku kepentingan, dan mitra yang dapat memberikan nilai tambah agar bisnis tetap efisien dan kompetitif.

Upaya untuk mendukung proses penciptaan nilai juga dilakukan melalui evaluasi dan penilaian kinerja distributor dan transportir. Berdasar evaluasi dan penilaian kinerja pada periode pelaporan diperoleh hasil sebagai berikut:

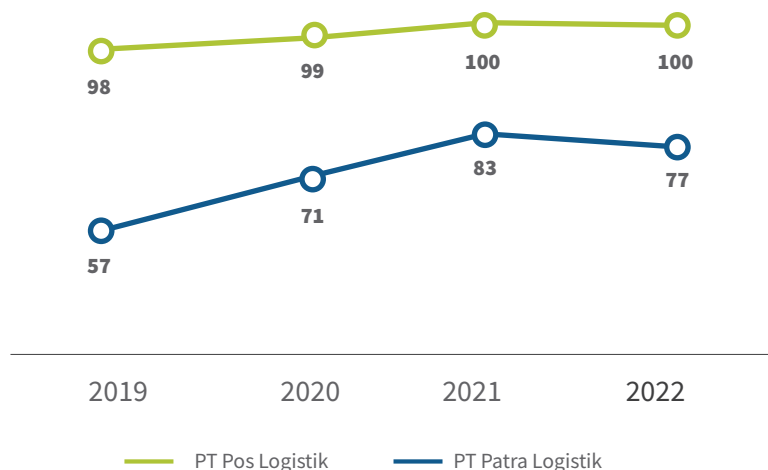
- Distributor
 - a. Kinerja Distributor segmen retail tahun 2022 sebesar 135,714 KL, atau 94% dari target Distributor sebesar 144,556 KL, dan naik 4% dari tahun 2021 sebesar 130,289 KL. Nilai revenue dihasilkan dari penebusan Distributor tahun 2022 sebesar Rp4.3 triliun atau naik 15% dari pencapaian tahun 2021 sebesar Rp3.76 triliun.
 - b. Kinerja Distributor segmen industri tahun 2022 sebesar 121,770 KL, atau 97% dari target Distributor sebesar 125,111 KL, dan naik 8% dari tahun 2021 sebesar 112,916 KL. Nilai *revenue* dihasilkan dari penebusan Distributor tahun 2022 sebesar Rp3 triliun, atau naik 25% dari pencapaian tahun 2021 sebesar Rp2.41 triliun.
- Transportir

digitally and in real time. This collaboration is also Pertamina Lubricants' support for strengthening infrastructure, implementing digitalization and increasing cooperation with all stakeholders and partners who can provide added value so that the business remains efficient and competitive.

Efforts to support the value creation process are also carried out through evaluating and assessing the performance of distributors and transporters. Based on the evaluation and assessment of performance in the reporting period, the following results were obtained:

- Distributor
 - a. Distributor performance for retail segment in 2022 was 135,714 KL, or 94% of the Distributor's target of 144,556 KL, and an increase of 4% from 2021 of 130,289 KL. The revenue value generated from Redemption of Distributors in 2022 was Rp4.3 trillion, up 15% from the 2021 achievement of Rp3.76 trillion.
 - b. Distributor performance for industrial segment in 2022 was 121,770 KL, or 97% of the Distributor's target of 125,111 KL, and an increase of 8% from 2021 of 112,916 KL. The revenue value generated from Redemption of Distributors in 2022 was Rp3 trillion, or a 25% increase from the 2021 achievement of Rp2.41 trillion.
- Transporter

Kinerja Mitra Transportir Pertamina Lubricants (Planned Delivery Time / PDT) Periode 2019-2022
Pertamina Lubricants Transporter Partner Performance (Planned Delivery Time / PDT) for 2019-2022 Period



Perbaikan terus dilakukan untuk menghasilkan layanan pengiriman yang lebih baik, beberapa program yang telah dilakukan antara lain:

1. Pelaksanaan *direct shipment* untuk menghilangkan proses *double handling* dan mengurangi rantai pasok, mengurangi risiko kerusakan yang dikarenakan proses handling yang terlalu banyak.
2. Peningkatan pelayanan kepada pelanggan dengan menjalankan program *Franconisasi* (pengiriman produk *franco* gudang distributor).
3. Pengiriman berpallet untuk rute pengiriman darat yang mampu mereduksi waktu *loading* dan *unloading* produk dari armada.
4. Pengiriman kelipatan satuan *pallet* yang mempercepat proses *picking* di lokasi DSP.
5. Penggunaan armada kecil/kapasitas kecil untuk meningkatkan tingkat responsif Pertamina Lubricants dalam memenuhi kebutuhan konsumen.

Di samping distributor dan importir, Pertamina Lubricants menjalankan bisnis juga melalui dukungan dari para vendor/pemasok di semua lini bisnis, baik di bidang pemasaran, distribusi, maupun operasional. Penciptaan nilai dalam proses bisnis dari *Social and Relationship Capital* dan hubungan dengan vendor/pemasok, diwujudkan melalui kegiatan pengadaan (*procurement*) barang dan jasa. Pada tahun 2022 Perusahaan menjalin kerja sama dengan 107 pemasok. Sebanyak 98 di antaranya merupakan pemasok lokal, yakni pemasok yang beroperasi di Indonesia, dan 9 lainnya adalah pemasok *overseas*. Total nilai pekerjaan mencapai Rp10,06 triliun.

Improvements continue to be made to produce a better delivery service, and some of the programs that have been carried out are:

1. Implementation of direct shipment to eliminate double handling processes and reduce supply chains, reducing the risk of damage caused by too many handling processes.
2. Improving service to customers by running a Franconization program (delivery of franco warehouse distributor products).
3. Pallet shipments for land shipping routes that can reduce loading and unloading times of products from the fleet.
4. Delivery of multiple pallet units which speeds up the picking process at DSP locations.
5. Use of small fleet/small capacity to increase the level of responsiveness of Pertamina Lubricants in meeting consumer needs.

Apart from distributors and importers, Pertamina Lubricants also runs its business through the support of vendors/suppliers in all business lines, both in marketing, distribution and operations. Value creation in business processes from Social and Relationship Capital and relationships with vendors/suppliers, is realized through the procurement of goods and services. In 2022, the Company cooperated with 107 suppliers. As many as 98 of them are local suppliers, namely suppliers operating in Indonesia, and 9 others are overseas suppliers. Total value of works reached Rp10.06 trillion.

Jumlah Pemasok dan Nilai Pekerjaan yang Diberikan kepada Pemasok [204-1] Number of Suppliers and Total Value of Works Provided to Suppliers

Perihal Description	2022		2021		2020		YoY 2021-2022 (%)	
	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Komposisi Composition (%)	Jumlah Total	Komposisi Composition (%)		
Jumlah Pemasok Number of Suppliers								
Beroperasi di Indonesia (Pemasok) Operating in Indonesia (Supplier)	98	91,59	123	91,11%	135	87,66	(20,33)	↓
Overseas (Pemasok) Overseas (Supplier)	9	8,41	12	8,89	19	12,34	(25,00)	↓
Jumlah (Pemasok) Total (Supplier)	107	100,00	135	100,00	154	100,00	(2,73)	↓
Nilai Pekerjaan bagi Pemasok Value of Work to Suppliers								
Beroperasi di Indonesia (Rp-juta) Operating in Indonesia (Rp-million)	9.858.109	97,96	3.400.240	64,66	1.808.079	87,31	189,92	↑
Overseas (Rp-juta) Overseas (Rp-million)	204.784	2,04	1.858.497	35,34	262.710	12,69	(88,98)	↓
Jumlah (Rp-juta) Total (Rp-million)	10.062.893	100,00	5.258.737	100,00	2.070.789	100,00	91,36	↑

Pelibatan pemasok lokal sejalan dengan komitmen Perusahaan menggunakan produk dan jasa dari pemasok yang lokasi usahanya berada di Indonesia. Pelibatan pemasok dari luar negeri hanya dilaksanakan apabila produk dan jasa yang diperlukan tidak bisa disediakan pemasok/vendor lokal. Pelibatan pemasok/vendor lokal juga menaikkan nilai Tingkat Komponen Dalam Negeri (TKDN), membuka lebih banyak lapangan kerja sehingga menyerap lebih banyak pekerja lokal, serta menggerakkan ekonomi lokal.

Pertamina Lubricants tidak mengimplementasikan penilaian kriteria sosial pada pemasok [414-1; 414-2] namun terdapat Persyaratan Calon Peserta Pemilihan/Peserta Pemilihan yakni:

1. Teknis: Calon Peserta Pemilihan/Peserta Pemilihan sudah terdaftar sebagai vendor SKT dan tidak memiliki status “Red” atau “Black”.
2. Persyaratan Golongan Usaha (Finansial): Calon Peserta Pemilihan/Peserta Pemilihan memiliki kesesuaian Golongan Usaha dengan pekerjaan yang akan dilaksanakan, yaitu (Kecil (K), Menengah (M), Besar (B)).
3. Persyaratan Bidang Usaha: Calon Peserta Pemilihan/Peserta Pemilihan harus memiliki kesesuaian Bidang Usaha dengan pekerjaan yang akan dilaksanakan.
4. Persyaratan Kualifikasi CSMS (HSSE): Calon Peserta Pemilihan/Peserta Pemilihan harus memiliki kesesuaian kualifikasi CSMS dengan risiko pekerjaan terkait aspek HSSE yang akan dilaksanakan (Tinggi, Menengah, Rendah).

Komitmen atas Layanan atas Produk dan/atau Jasa yang Setara kepada Konsumen [F.17]

Salah satu pemangku kepentingan utama bagi Pertamina Lubricants adalah konsumen yang merupakan pengguna produk Pertamina Lubricants. Pelanggan atau konsumen menjadi pemangku kepentingan strategis dalam proses penciptaan nilai berkelanjutan dari proses bisnis dengan *social and relationship capital*.

Perusahaan telah mengembangkan produk dengan mengembangkan kebutuhan dari berbagai segmen konsumen. Untuk menjamin kualitas dan mutu produk yang ditawarkan, Perusahaan selalu menerima saran dan masukan untuk peningkatan mutu serta memerhatikan dan menanggapi dengan baik keluhan pelanggan sesuai dengan pedoman layanan. Selain itu, untuk menjamin keakuratan informasi, produk yang ditawarkan oleh Perusahaan selalu disertai informasi yang akurat tentang kandungan dalam produk.

The involvement of local suppliers is in line with the Company's commitment to use products and services from suppliers whose business locations are in Indonesia. The involvement of foreign suppliers is only carried out if the required products and services cannot be provided by local suppliers/vendors. The involvement of local suppliers/vendors also increases the value of Domestic Component Level (TKDN), opens more jobs so as to absorb more local workers, and drives the local economy.

Pertamina Lubricants does not implement social criteria assessment on suppliers [414-1; 414-2] but there are Requirements for Candidates for Election Participants/Election Participants:

1. Technical: Candidates for Election Participants/Election Participants have been registered as SKT vendors and do not have “Red” or “Black” status.
2. Requirements for Business Group (Financial): Candidates for Election Participants/Election Participants have compatibility between Business Group and the work to be carried out, namely (Small (K), Medium (M), Large (B)).
3. Requirements for Business Sector: Candidates for Election Participants/Election Participants must have the suitability of Business Sector with the work to be carried out.
4. CSMS Qualification Requirements (HSSE): Prospective for Election Participants/Selection Participants must have CSMS qualification conformity with job risks related to the HSSE aspects to be implemented (High, Medium, Low).

Commitment to Services for Equal Products and/or Services to Consumers [F.17]

One of the main stakeholders for Pertamina Lubricants is consumers who are users of Pertamina Lubricants products. Customers or consumers become strategic stakeholders in the process of creating sustainable value from business processes with social and relationship capital.

The Company has developed products by developing the needs of various consumer segments. To ensure the quality of products offered, the Company always accepts suggestions and input for quality improvement and pays attention to and responds well to customer complaints in accordance with service guidelines. In addition, to ensure the accuracy of information, the products offered by the Company are always accompanied by accurate information about the ingredients in the product.



Inovasi dan Pengembangan Produk dan Layanan Jasa [F.26]

Pertamina Lubricants terus melakukan inovasi produk, yang ditunjang dengan riset dan pengembangan, serta layanan purnajual yang optimal, dengan tetap memastikan keselamatan dan keamanan pelanggan.

Perusahaan terus melengkapi produk-produk selain pelumas untuk pelanggan, diantaranya *radiator coolant* dan *degreaser* serta produk kimiawi seperti *tyre coolant*, *demulsifier*, *penetrating oil*, surfaktan dan lainnya, sebagai respon atas perkembangan teknologi, serta pengembangan portofolio bisnis dan produk. Perusahaan juga berkomitmen memberikan perlindungan kepada pelanggan, dengan menerapkan sertifikasi Standar Nasional Indonesia (SNI) disertai kontrol dan evaluasi kualitas produk dengan ketat, serta berkoordinasi dengan pihak-pihak berwenang untuk menekan peredaran produk palsu.

Selain itu, Perusahaan memiliki beberapa produk yang memiliki konsep ramah lingkungan, yaitu Fastron Eco Green sebagai produk dengan beberapa keunggulan, yaitu memenuhi kinerja API SN dan ILSAC GF-5; unggul dalam menunjang efisiensi bahan bakar pada mobil; sangat baik dalam mencegah pembentukan endapan dan keausan yang berlebihan; volatilitas oli yang rendah dan menghasilkan konsumsi oli rendah dan menjamin pelumasan optimal; serta kompatibel dengan teknologi sistem emisi gas buang modern. Di samping itu, Perusahaan juga memiliki produk *Grease* di mana semua produk *grease* Perusahaan adalah *Non Lead* (NL) sehingga tidak berbahaya bagi lingkungan; serta produk Pertamina Grisklin yang bisa ter-*biodegradable* di lingkungan.

Produk dan Layanan Jasa yang Sudah Dievaluasi Keamanannya bagi Pelanggan [F.27] [416-1] serta Jumlah Produk yang Ditarik Kembali [F.29]

Evaluasi terhadap produk dan layanan jasa terus dilakukan Perusahaan untuk dapat memenuhi aspirasi pengguna produk. Di sepanjang tahun 2022, tidak terdapat produk yang ditarik kembali dengan alasan apapun.

Product and Service Innovation and Development [F.26]

Pertamina Lubricants continues to perform product innovation, which are supported by research and development, as well as optimal after-sales service, while ensuring customer safety and security.

The Company also continues to offer products other than lubricants, including radiator coolant and degreaser and chemical products such as tire coolant, demulsifier, penetrating oil, surfactants and others, as a response to technological developments, as well as business and product portfolio development. The Company is committed to providing protection to customers, by applying the Indonesian National Standard (SNI) certification along with strict product quality control and evaluation, and coordinating with the authorities to suppress the circulation of counterfeit products.

In addition, the Company has several products with environmentally friendly concept, such as Fastron Eco Green as a product with several advantages, namely meeting the performance of API SN and ILSAC GF-5; superior in supporting fuel efficiency in cars; excellent at preventing deposit formation and excessive wear; low oil volatility and results in low oil consumption and guarantees optimal lubrication; and compatible with modern exhaust emission system technology. The Company also has Grease products in which all of the Company's grease products are Non Lead (NL), hence they are not harmful to the environment; as well as Pertamina Grisklin products which are biodegradable in the environment.

Products and Services whose Safety Has Been Evaluated for Customers [F.27] [416-1] and Number of Withdrawn Products [F.29]

Evaluation of products and services is continuously carried out by the Company to be able to fulfill the aspirations of product users. Throughout 2022, no products have been withdrawn for any reason.

Dampak Produk dan Layanan Jasa serta Penanganannya [F.28]

Perusahaan telah melakukan penilaian pada semua produk yang didistribusikan dan dijual kepada pelanggan. Dalam setiap kemasan produk yang dihasilkan telah memberikan informasi tentang manfaat produk, komposisi bahan baku, dan efek samping yang mungkin timbul. Informasi tersebut telah disampaikan secara transparan kepada pelanggan.

Impact of Products and Services and Their Handling [F.28]

The Company has assessed all products distributed and sold to customers. Each product packaging has provided information about product benefits, raw material composition, and possible side effects. This information has been conveyed transparently to customers.



Di samping itu, Perusahaan melakukan uji kualitas pada semua produk yang selama ini dijual kepada pelanggan dan memberikan peringatan pada produk yang berisiko tinggi hingga rendah. Oleh karenanya risiko produk tercantum dengan jelas, yang disertai dampak negatif apabila digunakan tidak sesuai dengan saran yang diberikan pada kemasan produk.

In addition, the Company conducts quality tests on all products sold to customers and provides warnings on high to low risk products. Therefore the product risks are clearly stated, which are accompanied by negative impacts if used not in accordance with the recommendations given on the product packaging.

Layanan Keamanan dengan Pendekatan Humanis [410-1]**Security Services with a Humane Approach [410-1]**

No	Nama Pelatihan Name of Training	Keterangan Description	Jumlah Peserta Number of Participants
1	Pelatihan Sertifikasi Gada Madya Gada Madya Certification Training	Personel <i>Security</i> melaksanakan pelatihan sertifikasi Gada Madya yang dilaksanakan di Tangerang, Banten Security personnel carry out Gada Madya certification training held in Tangerang, Banten	22
2	<i>Security Awareness Training for Port Facility Personnel with Designed Security Duties</i>	Personel <i>Security</i> melaksanakan pelatihan Kesadaran Keamanan untuk Personel Fasilitas Pelabuhan di Jakarta Security Personnel conduct Security Awareness training for Port Facility Personnel in Jakarta	5
Total Peserta Total Participants			27
Total Security Total Security			201
Persentase Pelatihan 			13,43 %

Survei Kepuasan dan Loyalitas Pelanggan [F.30]

Perusahaan secara berkala melakukan Survei Kepuasan dan Loyalitas Pelanggan (*Customer Satisfaction and Loyalty Survey* atau CSLS). Pelaksanaan survei dilakukan terpusat oleh PERTAMINA, meliputi Perusahaan kepada Pelanggan atau *Business to Customer* (B2C) dan Perusahaan kepada Perusahaan atau *Business to Business* (B2B), dengan cakupan pelanggan di seluruh Indonesia. Hasil survei menunjukkan peningkatan nilai CSLS, sehingga Pertamina Lubricants tetap memimpin pasar pelumas di Indonesia.

Customer Satisfaction and Loyalty Survey [F.30]

The Company regularly conducts Customer Satisfaction and Loyalty Survey (CSLS). The survey was carried out centrally by PERTAMINA, covering Business to Customer (B2C) and Business to Business (B2B), with customer coverage throughout Indonesia. The survey results show an increase in the value of CSLS, so that Pertamina Lubricants continues to lead the lubricants market in Indonesia.

Survei Kepuasan dan Loyalitas Pelanggan
Customer Satisfaction and Loyalty Survey

Perihal Description	2022	2021	2020	Kenaikan (Penurunan) 2021-2022 Increase (Decrease) 2021-2022
Customer Satisfaction Index (CSI)	4,34	4,26	4,20	0,08 ↑
Customer Loyalty Index (CLI)	4,17	4,28	4,00	(0,11) ↓



DAFTAR PENGUNGKAPAN SESUAI PERATURAN OTORITAS JASA KEUANGAN NO. 51/POJK.03/2017 TENTANG PENERAPAN KEUANGAN BERKELANJUTAN BAGI LEMBAGA JASA KEUANGAN, EMITEN DAN PERUSAHAAN PUBLIK

List of Disclosures in accordance with Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies

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F.3	Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi pada Instrumen Keuangan atau Proyek yang Sejalan dengan Keuangan Berkelanjutan Comparison of Portfolio Targets and Performance, Financing Targets, or Investment in Financial Instruments or Projects that are in Line with the Implementation of Sustainable Finance	
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Kinerja Sosial Social Performance		
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INDEKS KONTEN GRI DENGAN RUJUKAN

GRI Content Index with Reference

Pernyataan Penggunaan Usage Statement	PT Pertamina Lubricants telah melaporkan informasi yang dikutip dalam indeks konten GRI untuk periode 1 Januari 2022 hingga 31 Desember 2022 dengan merujuk kepada Standar GRI. PT Pertamina Lubricants has reported the information cited in this GRI content index for the period January 1st, 2022 to December 31th, 2022, with reference to the GRI Standards.
GRI 1 yang Digunakan GRI 1 Used	GRI 1: Landasan 2021 GRI 1: Foundation 2021

Standar GRI GRI standard	Pengungkapan Disclosure	Lokasi Location
Pengungkapan umum General Disclosure		
GRI 2 - Pengungkapan umum 2021 GRI 2 - General disclosure 2021	2-1 Rincian organisasi Organization details	
	2-2 Entitas yang dimasukkan dalam pelaporan keberlanjutan organisasi Entities included in the organization's sustainability reporting	
	2-3 Periode, frekuensi, dan titik kontak pelaporan Reporting period, frequency and contact points	
	2-4 Penyajian kembali informasi Restatement of information	
	2-5 Penjaminan eksternal External assurance	
	2-6 Aktivitas, rantai nilai, dan hubungan bisnis lainnya Activities, value chains and other business relations	
	2-7 Tenaga kerja Manpower	
	2-8 Pekerja yang bukan pekerja langsung Workers who are not direct employees	
	2-9 Struktur dan komposisi tata kelola Governance structure and composition	
	2-10 Pencalonan dan pemilihan badan tata kelola tertinggi Nomination and election of the highest governance body	
	2-11 Ketua badan tata kelola tertinggi Chairman of the highest governance body	
	2-12 Peran badan tata kelola tertinggi dalam mengawasi manajemen dampak The highest governance body's role in overseeing impact management	
	2-13 Delegasi tanggung jawab untuk mengelola dampak Delegation of responsibility for managing impacts	
	2-14 Peran badan tata kelola tertinggi dalam pelaporan keberlanjutan The highest governance body's role in sustainability reporting	
	2-15 Konflik kepentingan Conflict of interest	
	2-16 Komunikasi masalah penting Communication of important issues	
	2-17 Pengetahuan kolektif badan tata kelola tertinggi Collective knowledge of the highest governance body	
	2-18 Evaluasi kinerja badan tata kelola tertinggi Evaluation of the highest governance body's performance	
	2-19 Kebijakan remunerasi Remuneration policy	
	2-20 Proses untuk menentukan remunerasi Process for determining remuneration	
	2-21 Rasio kompensasi total tahunan Annual total compensation ratio	
	2-22 Pernyataan tentang strategi pembangunan berkelanjutan Statement on sustainable development strategy	
	2-23 Komitmen kebijakan Policy commitment	

Standar GRI GRI standard	Pengungkapan Disclosure	Lokasi Location
	2-24 Menanamkan komitmen kebijakan Instill policy commitment	
	2-25 Proses untuk memperbaiki dampak negatif Process for correcting negative impacts	
	2-26 Mekanisme untuk mencari nasihat dan mengemukakan masalah Mechanisms for seeking advice and raising concerns	
	2-27 Kepatuhan terhadap hukum dan peraturan Compliance with laws and regulations	
	2-28 Asosiasi keanggotaan Membership in association	
	2-29 Pendekatan untuk keterlibatan pemangku kepentingan Approach to stakeholder engagement	
	2-30 Perjanjian perundingan kolektif Collective bargaining agreement	
Topik material Material topic		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-1 Proses untuk menentukan topik material Process for determining material topics	
	3-2 Daftar topik material List of material topic	
Emisi gas rumah kaca Greenhouse gas emissions		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 302: Energi 2016 GRI 302: Energy 2016	302-1 Konsumsi energi dalam organisasi Energy consumption in the organization	
	302-2 Konsumsi energi di luar organisasi Energy consumption outside the organization	
	302-3 Intensitas energi Energy intensity	
GRI 305: Emisi 2016 GRI 305: 2016 Emissions	305-1 Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	
	305-2 Emisi energi GRK (Cakupan 2) tidak langsung Indirect (Scope 2) GHG emissions	
	305-3 Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 2) GHG emissions	
	305-4 Intensitas emisi gas rumah kaca Greenhouse gas emission intensity	
Adaptasi, ketahanan, dan transisi iklim Climate adaptation, resilience and transition		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 201: Kinerja Ekonomi 2016 GRI 201: 2016 Economic Performance	201-2 Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim Financial implications and other risks and opportunities resulting from climate change	
GRI 305: Emisi 2016 GRI 305: 2016 Emissions	305-5 Pengurangan emisi gas rumah kaca Reduction of greenhouse gas emissions	
Emisi udara Air emissions		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 305: Emisi 2016 GRI 305: 2016 Emissions	305-7 Nitrogen oksida (NO), belerang oksida (SO), dan emisi udara signifikan lainnya Nitrogen oxides (NO), sulfur oxides (SO), and other significant air emissions	
GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 GRI 416: Customer Health and Safety 2016	416-1 Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa Assessment of health and safety impact of various categories of products and services	

Standar GRI GRI standard	Pengungkapan Disclosure	Lokasi Location
Keanekaragaman hayati Biodiversity		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 304: Keanekaragaman Hayati 2016 GRI 304: Biodiversity 2016	304-1 Lokasi operasi yang dimiliki, disewa, dikelola, atau berdekatan dengan, kawasan lindung dan wilayah dengan nilai keanekaragaman hayati tinggi di luar kawasan lindung. Operational sites owned, rented, managed, or are adjacent to, protected areas and areas of high biodiversity value outside protected areas.	
	304-2 Dampak signifikan dari kegiatan, produk, dan jasa pada keanekaragaman hayati. Significant impacts of activities, products and services on biodiversity.	
	304-3 Habitat yang dilindungi atau direstorasi. Habitat protected or restored.	
	304-4 Spesies Daftar Merah IUCN dan spesies daftar konservasi nasional dengan habitat di wilayah yang terkena efek operasi. IUCN Red List species and national conservation list species with habitats in areas affected by operations.	
Limbah Waste		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 306: Limbah 2020 GRI 306: Waste 2020	306-1 Timbulan limbah dan dampak signifikan terkait limbah Waste generation and significant impacts related to waste	
	306-2 Manajemen dampak yang signifikan terkait limbah xxxxx	
	306-3 Timbulan limbah Waste generation	
	306-4 Limbah yang dialihkan dari pembuangan akhir Waste diverted from final disposal	
	306-5 Limbah yang dikirim ke pembuangan akhir Waste sent to final disposal	
Air dan efluen Water and effluent		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 303: Air dan Efluen 2018 GRI 303: Water and Effluents 2018	303-1 Interaksi dengan air sebagai sumber daya bersama Interaction with water as a shared resource	
	303-2 Manajemen dampak yang berkaitan dengan pembuangan air Management of impacts related to water discharge	
	303-3 Pengambilan air Water withdrawal	
	303-4 Pembuangan air Water discharge	
	303-5 Konsumsi air Water consumption	
Penutupan dan rehabilitasi Closure and rehabilitation		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 402: Hubungan Tenaga Kerja/Manajemen 2016 GRI 402: Manpower/Management Relations 2016	402-1 Periode pemberitahuan minimum terkait perubahan operasional Minimum notification period regarding operational changes	
	404-2 Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs to improve employee skills and transition assistance programs	
Keandalan aset dan manajemen krisis Asset reliability and crisis management		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 306: Efluen dan Limbah 2016 GRI 306: Effluents and Waste 2016	306-3 Tumpahan yang signifikan Significant spills	

Standar GRI GRI standard	Pengungkapan Disclosure	Lokasi Location
Kesehatan dan keselamatan kerja Occupational Health and Safety		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-1 Sistem manajemen kesehatan dan keselamatan kerja Occupational health and safety management system	
	403-2 Identifikasi bahaya, penilaian risiko, dan investigasi insiden Hazard identification, risk assessment, and incident investigation	
	403-3 Layanan kesehatan kerja Occupational health services	
	403-4 Partisipasi, konsultasi, dan komunikasi pekerja tentang kesehatan dan keselamatan kerja Workers participation, consultation and communication on occupational health and safety	
	403-5 Pelatihan bagi pekerja mengenai kesehatan dan keselamatan kerja Training for workers on occupational health and safety	
	403-6 Peningkatan kualitas kesehatan pekerja Improving the quality of workers' health	
	403-7 Pencegahan dan mitigasi dampak dari kesehatan dan keselamatan kerja yang secara langsung terkait hubungan bisnis Prevention and mitigation of impacts from occupational health and safety that are directly related to business relationships	
	403-8 Pekerja yang tercakup dalam sistem manajemen kesehatan dan keselamatan kerja Workers covered by occupational health and safety management system	
	403-9 Kecelakaan kerja Work accident	
	403-10 Penyakit akibat kerja Occupational diseases	
Praktik ketenagakerjaan Manpower practices		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-1 Perekrutan karyawan baru dan pergantian karyawan Recruitment of new employees and employee turnover	
	401-2 Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3 Cuti melahirkan Maternity leave	
GRI 402: Hubungan Tenaga Kerja/Manajemen 2016 GRI 402: Manpower/Management Relations 2016	402-1 Periode pemberitahuan minimum terkait perubahan operasional Minimum notification period regarding operational changes	
GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1 Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee	
	404-2 Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs to improve employee skills and transitional assistance programs	
GRI 414: Penilaian Sosial Pemasok 2016 GRI 414: Supplier Social Assessment 2016	414-1 Seleksi pemasok baru dengan menggunakan kriteria sosial Selection of new suppliers using social criteria	
	414-2 Dampak sosial negatif dalam rantai pasokan dan Tindakan yang telah diambil Negative social impacts in the supply chain and Actions taken	
Non-diskriminasi dan peluang setara Non-discrimination and equal opportunity		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 202: Keberadaan Pasar 2016 GRI 202: Market Presence 2016	202-2 Proporsi manajemen senior yang berasal dari masyarakat lokal Proportion of senior management from local communities	

Standar GRI GRI standard	Pengungkapan Disclosure	Lokasi Location
GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-3 Cuti melahirkan Maternity leave	
GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1 Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee	
GRI 405: Keanekaragaman dan Peluang Setara 2016 GRI 405: Diversity and Equal Opportunity 2016	405-1 Keanekaragaman badan tata kelola dan karyawan Diversity of governance bodies and employees 405-2 Rasio gaji pokok dan remunerasi Basic salary and remuneration ratio	
GRI 406: Non-diskriminasi 2016 GRI 406: Non-discrimination 2016	406-1 Insiden diskriminasi dan tindakan perbaikan yang dilakukan Discrimination incidents and corrective actions taken	
Kerja paksa dan perbudakan modern Forced labor and modern slavery		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 409: Kerja Paksa atau Wajib Kerja 2016 GRI 409: Forced or Compulsory Labor 2016	409-1 Operasi dan pemasok yang berisiko signifikan terhadap insiden kerja paksa atau wajib kerja Operations and suppliers at significant risk of incidents of forced or compulsory labor	
GRI 414: Penilaian Sosial Pemasok 2016 GRI 414: Supplier Social Assessment 2016	414-1 Seleksi pemasok baru dengan menggunakan kriteria sosial Selection of new suppliers using social criteria	
Kebebasan berserikat dan perundingan kolektif Freedom of association and collective bargaining		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 407: Kebebasan Berserikat dan Perundingan Kolektif 2016 GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operasi dan pemasok di mana hak atas kebebasan berserikat dan perundingan kolektif mungkin berisiko Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	
Dampak ekonomi Economic impact		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 201: Kinerja Ekonomi 2016 GRI 201: 2016 Economic Performance	201-1 Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	
GRI 202: Keberadaan Pasar 2016 GRI 202: Market Presence 2016	202-2 Proporsi manajemen senior yang berasal dari masyarakat lokal Proportion of senior management from local communities	
GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-1 Investasi infrastruktur dan dukungan layanan Infrastructure investment and service support 203-2 Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impact	
GRI 204: Praktik Pengadaan 2016 GRI 204: Procurement Practices 2016	204-1 Proporsi pengeluaran untuk pemasok lokal Proportion of expenses for local suppliers	

Standar GRI GRI standard	Pengungkapan Disclosure	Lokasi Location
Komunitas lokal Local community		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 413: Komunitas Lokal 2016 GRI 413: Local Community 2016	413-1 Operasi dengan keterlibatan komunitas lokal, penilaian dampak, dan program pengembangan Operations with local community engagement, impact assessment, and development programs 413-2 Operasi organisasi yang memiliki dampak aktual atau potensi dampak negatif dan signifikan terhadap masyarakat setempat Organizational operations that have significant actual or potential negative impacts on local communities	
Hak atas tanah dan sumber daya Rights on land and resources		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
Hak masyarakat adat Rights of indigenous people		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 411: Hak Masyarakat Adat 2016	411-1 Insiden pelanggaran yang melibatkan hak masyarakat adat Incidents of violations involving the rights of indigenous peoples	
Konflik dan keamanan Conflict and security		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 410: Praktik Keamanan 2016 GRI 410: Security Practices 2016	410-1 Petugas keamanan yang dilatih mengenai kebijakan atau prosedur hak asasi manusia Security personnel trained in human rights policies or procedures	
Perilaku anti persaingan Anti-competitive behavior		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 206: Perilaku Anti-persaingan 2016 GRI 206: Anti-competitive Behavior 2016	206-1 Langkah-langkah hukum untuk perilaku anti-persaingan, praktik anti-trust dan monopoli Legal measures for anti-competitive behavior, anti-trust and monopoly practices	
Anti-korupsi Anti Corruption		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 205: Antikorupsi 2016 GRI 205: Anti-Corruption 2016	205-1 Operasi-operasi yang dinilai memiliki risiko terkait korupsi Operations assessed as having risks related to corruption 205-2 Komunikasi dan pelatihan tentang kebijakan dan prosedur anti-korupsi Communication and training on anti-corruption policies and procedures 205-3 Insiden korupsi yang terbukti dan tindakan yang diambil Proven incidents of corruption and actions taken	

Standar GRI GRI standard	Pengungkapan Disclosure	Lokasi Location
Pembayaran kepada Pemerintah Payments to the government		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 201: Kinerja Ekonomi 2016 GRI 201: 2016 Economic Performance	201-1 Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	
	201-4 Bantuan finansial yang diterima dari Pemerintah Financial assistance received from the government	
GRI 207: Pajak 2019 GRI 207: Taxes 2019	207-1 Pendekatan terhadap pajak Approach to taxes	
	207-2 Tata kelola, pengendalian, dan manajemen risiko pajak Governance, control and tax risk management	
	207-3 Keterlibatan pemangku kepentingan dan pengelolaan kekhawatiran terkait pajak Stakeholder engagement and management of tax related concerns	
	207-4 Laporan per negara Reports per country	
Kebijakan Publik Public policy		
GRI 3: Topik Material 2021 GRI 3: Material Topic 2021	3-3 Manajemen topik material Material topic management	
GRI 415: Kebijakan Publik 2016 GRI 415: Public Policy 2016	415-1 Kontribusi politik Political contributions	

LEMBAR UMPAN BALIK

Feedback Form

Laporan terintegrasi PT Pertamina Lubricants tahun 2022 adalah laporan Perusahaan yang memuat kinerja keberlanjutan selama tahun 2022. Untuk perbaikan laporan ini ke depannya, Bapak/Ibu/Saudara dapat memberikan masukan dengan mengisi formulir berikut ini | PT Pertamina Lubricants 2022 integrated report of is a report of the Company that contains sustainability performance throughout the year of 2022. To improve this report in the future, we kindly ask for your input by filling out the following form:

Profil Anda | Your Profile

Nama	:	
Name	:	
Institusi/Perusahaan	:	
Institution/Company	:	
Surel	:	
Email	:	
Golongan pemangku kepentingan	:	☐ Pemegang Saham Shareholders ☐ Investor Investor ☐ Pekerja Workers ☐ Pelanggan Customers ☐ Regulator, Legislatif, dan Lembaga Pengawas Regulators, Legislatures, and Supervisory Boards ☐ Lembaga Swadaya Masyarakat (LSM) Non-Governmental Organization (NGO) ☐ Lembaga Penelitian dan Perguruan Tinggi Research Institutes and Universities ☐ Pakar Expert ☐ Media Massa Mass media ☐ Masyarakat umum General public

- Laporan ini mudah dimengerti | This report is easy to understand
☐ Setuju | Agree ☐ Tidak Setuju | Disagree ☐ Netral | Neutral
- Laporan ini telah menggambarkan informasi yang tercakup dalam aspek material yang sesuai dengan kegiatan usaha Perusahaan
This report has described the information included in material aspects in accordance with the Company's business activities
☐ Setuju | Agree ☐ Tidak Setuju | Disagree ☐ Netral | Neutral
- Mohon berikan penilaian untuk topik material yang paling penting menurut Anda.
Please rate the material topics that are most important to you.

Topik	Topic	1 paling tidak penting least important	2 tidak penting not important	3 penting important	4 cukup penting fairly important	5 paling penting most important
Emisi gas rumah kaca	Greenhouse gas emissions					
Adaptasi, ketahanan, dan transisi iklim	Climate adaptation, resilience and transition					
Emisi udara	Air emissions					
Keanekaragaman hayati	Biodiversity					
Limbah	Waste					

Topik	Topic	1 paling tidak penting least important	2 tidak penting not important	3 penting important	4 cukup penting fairly important	5 paling penting most important
Air dan efluen	Water and effluent					
Penutupan dan rehabilitasi	Closure and rehabilitation					
Keandalan aset dan manajemen krisis	Asset reliability and crisis management					
Kesehatan dan keselamatan kerja	Occupational Health and Safety					
Praktik ketenagakerjaan	Labor practices					
Non-diskriminasi dan peluang setara	Non-discrimination and equal opportunity					
Kerja paksa dan perbudakan modern	Forced labor and modern slavery					
Kebebasan berserikat dan perundingan kolektif	Freedom of association and collective bargaining					
Dampak ekonomi	Economic impact					
Komunitas lokal	Local community					
Hak atas tanah dan sumber daya	Land and resource rights					
Hak masyarakat adat	Indigenous rights					
Konflik dan keamanan	Conflict and security					
Perilaku antipersaingan	Anti-competitive behavior					
Anti-korupsi	Anti Corruption					
Pembayaran kepada Pemerintah	Payments to the government					
Kebijakan Publik	Public policy					

Saran Anda terkait laporan ini:

Your suggestions regarding this report:

Terima kasih atas masukan yang Anda berikan. Harap kirimkan kembali formulir umpan balik ini ke alamat/email berikut:
Thank you for your input. Please send this feedback form to the following address/email:

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