

## REMUNERASI BOARD OF COMMISSIONERS DAN BOARD OF DIRECTORS

### Kebijakan Penetapan Remunerasi Board of Commissioners dan Board of Directors

Remunerasi untuk *Board of Commissioners* dan *Board of Directors* ditetapkan melalui keputusan RUPS sesuai penetapan dari Kementerian BUMN yang diatur dalam Peraturan Menteri Negara BUMN No. PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

### Prosedur Penetapan Remunerasi Board of Commissioners dan Board of Directors

Penetapan remunerasi *Board of Commissioners* dan *Board of Directors* dilakukan dengan prosedur sebagai berikut:

1. Remunerasi *Board of Commissioners* yang mencakup honorarium dan tantiem dibahas di Rapat Umum Pemegang Saham Tahunan Tahun Buku 2022 Perseroan dengan memperhatikan Peraturan Menteri Negara BUMN No. PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
2. *Board of Directors* mengusulkan struktur gaji/penghasilan untuk tahun 2023 serta usulan tantiem tahun buku 2022 bagi *Board of Directors* dan *Board of Commissioners* kepada *Board of Commissioners*;
3. *Board of Commissioner* dibantu oleh *Remuneration and Nomination Committee* (KNR) melakukan telaah atau evaluasi atas usulan dari *Board of Director*.
4. *Board of Commissioners* menyampaikan usulan struktur gaji/penghasilan untuk tahun 2023 serta usulan tantiem tahun buku 2022 bagi *Board of Directors* dan *Board of Commissioners* kepada Pemegang Saham.

### Indikator Penetapan Remunerasi Board of Commissioners dan Board of Directors

Perseroan menetapkan remunerasi bagi *Board of Commissioners* dan *Board of Directors* berdasarkan sejumlah indikator, dengan rincian sebagai berikut:

1. Tingkat perolehan pendapatan usaha dan besarnya aset Perseroan pada tahun buku;
2. Perkembangan pasar industri konstruksi;
3. Hasil pengukuran kinerja *Board of Commissioners* dan *Board of Directors* yang sesuai dengan tugas dan tanggung jawab;
4. Kinerja keuangan dan pencapaian;
5. Pencapaian prestasi kerja dan *Key Performance Indicator* (KPI) individu;
6. Kewajaran dengan *peer* Perseroan di industri konstruksi;
7. Pertimbangan sasaran dan strategi jangka panjang Perseroan.

## BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

### Remuneration Policy of Board of Commissioners and Board of Directors

Remuneration for Board of Commissioners and Board of Directors is determined through a GMS Resolution in accordance with the determination of the Ministry of SOE as regulated in Minister of SOE Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

### Procedures for Determining Board of Commissioners and Board of Directors Remuneration

The Board of Commissioners and Board of Directors Remuneration is determined through the following procedure:

1. The Board of Commissioners remuneration which includes honorarium and tantiem, is discussed at the 2022 Fiscal Year Annual General Meeting of Shareholders with due observance of the Regulation of Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 20, 2023, concerning the Organs and Human Resources of State-Owned Enterprises.;
2. The Board of Directors proposed the salary/income structure for 2023 as well as the proposed 2022 fiscal year tantiem for Board of Commissioners and Board of Directors to the Board of Commissioners;
3. Board of Commissioners, assisted by Remuneration and Nomination Committee, reviews or evaluates proposals from the Board of Directors.
4. The Board of Commissioners submitted a proposed salary/income structure for 2023 as well as a proposed tantiem for 2022 fiscal year for Board of Commissioners and Board of Directors to the Shareholders.

### Indicators for Determining Board of Commissioners and Board of Directors Remuneration

The Company determined the Board of Commissioners and Board of Directors remuneration by taking into account the following indicators:

1. The rate of revenue and the amount of the Company's assets in the fiscal year
2. Market development of the construction industry;
3. Results of Board of Commissioners and Board of Directors performance assessment in accordance with their duties and responsibilities;
4. Financial performance and achievements;
5. Achievement of work performance and individual Key Performance Indicators (KPI);
6. Fairness with *peer* Companies in the construction industry;
7. Consideration of the Company's long-term goals and strategies

## Struktur dan Komponen Remunerasi Board of Commissioners dan Board of Directors

Struktur remunerasi Board of Commissioners dan Board of Directors disusun sesuai dengan Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

## Nilai Remunerasi Board of Commissioners dan Board of Directors Tahun 2023

Rincian jumlah nominal remunerasi bagi Board of Commissioners dan Board of Directors adalah sebagai berikut:

### JUMLAH REMUNERASI BOARD OF COMMISSIONERS DAN BOARD OF DIRECTORS TAHUN 2023

Board of Commissioners and Board of Directors Remuneration Amount in 2023

Uraian Description	Jumlah Total
Jumlah Remunerasi Board of Commissioners Board of Commissioners Remuneration Amount	17.139.694.927
Jumlah Remunerasi Board of Directors Board of Directors Remuneration Amount	37.551.597.577
Jumlah Remunerasi Board of Commissioners dan Board of Directors Tahun 2023 Board of Commissioners and Board of Directors Remuneration Amount in 2023	54.691.292.504

Rincian remunerasi yang diberikan kepada setiap anggota Board of Commissioners dan Board of Directors pada tahun 2023 dapat diuraikan sebagai berikut:

### REMUNERASI ANGGOTA BOARD OF COMMISSIONERS TAHUN 2023

Board of Commissioners Remuneration in 2023

Nama Name	Periode Menjabat di Tahun 2023 Service Period in 2023	Perhitungan per Bulan Monthly Amount		Jumlah Gaji dan Tunjangan per Bulan Total Salary and Allowances per Month	Tunjangan Hari Raya Keagamaan Religious Day Allowances	Asuransi Purna Jabatan Post- Employment Insurance	Jumlah Remunerasi Tahun 2023 Total Remuneration in 2023
		Honorarium	Tunjangan Transportasi Transportation Allowance				
Heru Winarko (President Commissioner/ Independent Commissioner)	1 tahun penuh 1 full year	1.473.750.000	147.375.000	1.621.125.000	119.250.000	383.400.000	2.123.775.000
I Gde Made Kartikajaya (Commissioner)*	1 Januari – 8 Desember 2023 January 1 – December 8, 2023	1.241.037.581	124.103.758	1.365.141.339	107.325.000	345.060.000	1.817.526.339
Dedi Syarif Usman (Commissioner)	1 tahun penuh 1 full year	1.326.375.000	132.637.500	1.459.012.500	107.325.000	345.060.000	1.911.397.500
Ahmad Erani Yustika (Commissioner)**	1 Januari – 25 Mei 2023 January 1 – May 25, 2023	321.975.000	32.197.500	354.172.500	-	321.975.000	676.147.500
T. Iskandar (Commissioner)	1 tahun penuh 1 full year	1.326.375.000	132.637.500	1.459.012.500	107.325.000	345.060.000	1.911.397.500
Muhamad Salim (Independent Commissioner)	1 tahun penuh 1 full year	1.326.375.000	132.637.500	1.459.012.500	107.325.000	345.060.000	1.911.397.500
Addin Jauharudin (Independent Commissioner)***	25 Mei – 31 Desember 2023 May 25 – December 31, 2023	789.750.000	78.975.000	868.725.000	-	345.060.000	1.213.785.000
Muradi (Independent Commissioner)	1 tahun penuh 1 full year	1.133.190.000	113.319.000	1.246.509.000	107.325.000	345.060.000	1.698.894.000

## Structure and Components of Board of Commissioners and Board of Directors Remuneration

The remuneration structure of Board of Commissioners and Board of Directors refer to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 20, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

## Remuneration Amount for Board of Commissioners and Board of Directors in 2023

Details of remuneration amount for Board of Commissioners and Board of Directors are as follows:

Details on the remuneration amount of each member of Board of Commissioners and Board of Directors in 2023 are as follows:



Ikhtisar Kinerja  
Performance  
Highlight



Laporan  
Manajemen  
Management  
Report



Profil  
Perusahaan  
Company Profile



Analisis dan  
Pembahasan  
Manajemen  
Management  
Discussion and  
Analysis



Fungsi  
Penunjang  
Bisnis  
Business  
Support  
Functions



Tata  
Kelola  
Perusahaan  
Corporate  
Governance



Tanggung  
Jawab Sosial  
Perusahaan  
Corporate Social  
Responsibility

## REMUNERASI ANGGOTA BOARD OF COMMISSIONERS TAHUN 2023

Board of Commissioners Remuneration in 2023

Nama Name	Periode Menjabat di Tahun 2023 Service Period in 2023	Perhitungan per Bulan Monthly Amount		Jumlah Gaji dan Tunjangan per Bulan Total Salary and Allowances per Month	Tunjangan Hari Raya Keagamaan Religious Day Allowances	Asuransi Purna Jabatan Post- Employment Insurance	Jumlah Remunerasi Tahun 2023 Total Remuneration in 2023
		Honorarium	Tunjangan Transportasi Allowance				

Keterangan:

\*) I Gde Made Kartikajaya efektif tidak lagi menjabat sebagai Commissioner Perseroan sejak berakhirnya RUPS Luar Biasa tanggal 8 Desember 2023.

\*\*) Ahmad Erani Yustika efektif tidak lagi menjabat sebagai Commissioner Perseroan sejak berakhirnya RUPS Tahunan tanggal 25 Mei 2023.

\*\*) Addin Jauharudin diangkat sebagai Independent Commissioner Perseroan berdasarkan Keputusan RUPS Tahunan tanggal 25 Mei 2023.

Note:

\*) I Gde Made Kartikajaya effectively no longer served as a Commissioner of the Company since the conclusion of Extraordinary GMS on December 8, 2023.

\*\*) Ahmad Erani Yustika effectively no longer served as a Commissioner of the Company since the conclusion of Annual GMS on May 25, 2023.

\*\*) Addin Jauharudin was appointed as an Independent Commissioner of the Company based on the resolution of Annual GMS on May 25, 2023

## REMUNERASI ANGGOTA BOARD OF DIRECTORS TAHUN 2023

Board of Commissioners Remuneration in 2023

Nama Name	Periode Menjabat di Tahun 2023 Service Period in 2023	Perhitungan per Bulan Monthly Amount		Jumlah Gaji dan Tunjangan per Bulan Total Salary and Allowances per Month	Tunjangan Hari Raya Keagamaan Religious Day Allowances	Asuransi Purna Jabatan Post- Employment Insurance	Jumlah Remunerasi Tahun 2023 Total Remuneration in 2023
		Gaji Salary	Tunjangan Transportasi Allowance				
Destiawan Soewardjono (President Director)*	1 Januari – 25 Mei 2023 January 1 – May 25, 2023	1.060.000.000	50.000.000	1.110.000.000	265.000.000	795.000.000	2.170.000.000
Mursyid (President Director)**	1 Januari – 8 Desember 2023 January 1 – December 8, 2023	2.865.540.460	120.000.000	2.985.540.460	225.250.000	852.000.000	4.062.790.460
Muhammad Hanugroho (President Director)***	8 Desember – 31 Desember 2023 December 8 – December 31, 2023	284.000.000	10.000.000	294.000.000	-	852.000.000	1.146.000.000
Wiwi Suprihatno (Director of Finance and Risk Management)	8 Desember – 31 Desember 2023 December 8 – December 31, 2023	2.783.750.000	120.000.000	2.903.750.000	225.250.000	724.200.000	3.853.200.000
Ratna Ningrum (Director of Human Capital Management, System Development and Legal)****	25 Mei – 31 Desember 2023 May 25 – December 31, 2023	1.657.500.000	70.000.000	1.727.500.000	-	724.200.000	2.451.700.000
Septiawan Andri Purwanto (Director of Business Development)*****	1 Januari – 14 Februari 2023 January 1 – February 14, 2023	337.875.000	10.000.000	347.875.000	-	675.750.000	1.023.625.000
Rudi Purnomo (Director of Business Development)*****	14 Februari – 31 Desember 2023 February 14 – December 31, 2023	2.445.875.000	110.000.000	2.555.875.000	225.250.000	724.200.000	3.505.325.000
I Ketut Pasek Senjaya Putra (Director of Operations I and Quality, Safety, Health, & Environment)	1 tahun penuh 1 full year	2.783.750.000	120.000.000	2.903.750.000	225.250.000	724.200.000	3.853.200.000
Bambang Rianto (Director of Operations II)*****	1 Januari – 14 Februari 2023 January 1 – February 14, 2023	337.875.000	10.000.000	347.875.000	-	675.750.000	1.023.625.000
Dhetik Ariyanto (Director of Operations II)*****	14 Februari – 31 Desember 2023 February 14 – December 31, 2023	2.445.875.000	110.000.000	2.555.875.000	225.250.000	724.200.000	3.505.325.000
Warjo (Director of Operations III)*****	1 Januari – 8 Desember 2023 January 1 – December 8, 2023	2.604.646.891	120.000.000	2.724.646.891	225.250.000	724.200.000	3.674.096.891

## REMUNERASI ANGGOTA BOARD OF DIRECTORS TAHUN 2023

Board of Commissioners Remuneration in 2023

Nama Name	Periode Menjabat di Tahun 2023 Service Period in 2023	Perhitungan per Bulan Monthly Amount		Jumlah Gaji dan Tunjangan per Bulan Total Salary and Allowances per Month	Tunjangan Hari Raya Keagamaan Religious Day Allowances	Asuransi Purna Jabatan Post- Employment Insurance	Jumlah Remunerasi Tahun 2023 Total Remuneration in 2023
		Gaji Salary	Tunjangan Transportasi Transportation Allowance				

Keterangan:

\*): Destiawan Soewardjono efektif tidak lagi menjabat sebagai President Director Perseroan sejak berakhirnya RUPS Tahunan tanggal 25 Mei 2023, posisinya digantikan Mursyid yang sebelumnya menjabat sebagai Director of Human Capital Management, System Development and Legal Perseroan.

\*\*): Mursyid efektif tidak lagi menjabat sebagai President Director Perseroan sejak berakhirnya RUPS Luar Biasa tanggal 8 Desember 2023.

\*\*\*): Muhammad Hanugroho diangkat sebagai President Director Perseroan berdasarkan Keputusan RUPS Luar Biasa tanggal 8 Desember 2023.

\*\*\*\*): Ratna Ningrum diangkat sebagai Director of Human Capital Management, System Development and Legal Perseroan berdasarkan Keputusan RUPS Tahunan tanggal 25 Mei 2023.

\*\*\*\*\*): Septiawan Andri Purwanto efektif tidak lagi menjabat sebagai Director of Business Development Perseroan sejak berakhirnya RUPS Luar Biasa tanggal 14 Februari 2023.

\*\*\*\*\*): Rudi Purnomo diangkat sebagai Director of Business Development Perseroan berdasarkan Keputusan RUPS Luar Biasa tanggal 14 Februari 2023.

\*\*\*\*\*): Bambang Rianto efektif tidak lagi menjabat sebagai Director of Operations II Perseroan sejak berakhirnya RUPS Luar Biasa tanggal 14 Februari 2023.

\*\*\*\*\*): Dhetik Ariyanto diangkat sebagai Director of Operations II Perseroan berdasarkan Keputusan RUPS Luar Biasa tanggal 14 Februari 2023.

\*\*\*\*\*): Warjo efektif tidak lagi menjabat sebagai Director of Operations III Perseroan sejak berakhirnya RUPS Luar Biasa tanggal 8 Desember 2023, seiring dengan diadakannya jabatan tersebut.

Note:

\*): Destiawan Soewardjono effectively no longer served as the President Director of the Company since the Annual GMS held on May 25, 2023. The position was replaced by Mursyid, who previously served as the Director of Human Capital Management, System Development, and Legal of the Company.

\*\*): Mursyid effectively no longer served as the President Director of the Company since the Extraordinary GMS held on December 8, 2023.

\*\*\*): Muhammad Hanugroho was appointed as the President Director of the Company based on the resolution of Extraordinary GMS held on December 8, 2023.

\*\*\*\*): Ratna Ningrum was appointed as the Director of Human Capital Management, System Development, and Legal of the Company based on the resolution of Annual GMS held on May 25, 2023.

\*\*\*\*\*): Septiawan Andri Purwanto effectively no longer served as the Director of Business Development of the Company since the Extraordinary GMS held on February 14, 2023.

\*\*\*\*\*): Rudi Purnomo was appointed as the Director of Business Development of the Company based on the resolution of Extraordinary GMS held on February 14, 2023.

\*\*\*\*\*): Bambang Rianto effectively no longer served as the Director of Operations II of the Company since the Extraordinary GMS held on February 14, 2023.

\*\*\*\*\*): Dhetik Ariyanto was appointed as the Director of Operations II of the Company based on the resolution of Extraordinary GMS held on February 14, 2023.

\*\*\*\*\*): Warjo effectively no longer served as the Director of Operations III of the Company since the Extraordinary GMS held on December 8, 2023, coinciding with the elimination of that position.

### Rasio Remunerasi Board of Commissioners, Board of Directors, dan pegawai Perseroan

Informasi mengenai rasio gaji Board of Commissioners, Board of Directors, dan karyawan Perseroan adalah sebagai berikut:

### Remuneration Ratio of Board of Commissioners, Board of Directors and Employees

Information on the remuneration ratio of the Company's Board of Commissioners, Board of Directors and employees in 2022 are as follows:

### RASIO REMUNERASI BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, DAN PEGAWAI WASKITA TAHUN 2023

Remuneration Ratio of Board of Commissioners, Board of Directors and Employees in 2023

Uraian Description	Rasio Tahun 2023 2023 Ratio
President Director terhadap Board of Directors President Director to Board of Directors	118%
President Commissioner terhadap Board of Commissioners President Commissioner to Board of Commissioners	111%
President Director terhadap President Commissioner President Director to President Commissioner	222%
President Director terhadap Pegawai Tertinggi President Director to Highest employee	501%
President Director terhadap Pegawai Terendah President Director to Lowest employee	5358%
Pegawai Tertinggi terhadap Pegawai Terendah Highest Employee to Lowest Employee	1071%
Pegawai Terendah terhadap Upah Minimum Provinsi (UMP) Lowest Employee to Minimum Provincial Wage (UMP)	108%

Pada tabel di atas, pegawai tertinggi mengacu pada pegawai dengan besaran gaji Rp56.740.094, sedangkan pegawai terendah mengacu pada pegawai dengan besaran gaji Rp5.300.000.

In the table above, it can be seen that the highest employee salary is Rp56,740,094 while the lowest employee salary is Rp5,300,000.



Ikhtisar Kinerja  
Performance  
Highlight



Laporan  
Manajemen  
Management  
Report



Profil  
Perusahaan  
Company Profile



Analisis dan  
Pembahasan  
Manajemen  
Management  
Discussion and  
Analysis



Fungsi  
Penunjang  
Bisnis  
Business  
Support  
Functions



Tata  
Kelola  
Perusahaan  
Corporate  
Governance



Tanggung  
Jawab Sosial  
Perusahaan  
Corporate Social  
Responsibility